

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION



ANNUAL EEO PROGRAM STATUS REPORT for Fiscal Year 2012

Under

EEO MANAGEMENT DIRECTIVE 715
October 1, 2011 to September 30, 2012



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ANNUAL EEO PROGRAM STATUS REPORT

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For period covering October 1, 2011, to September 30, 2012				
PART A Department or Agency Identifying Information	1. Agency		1. Equal Employment Opportunity Commission	
	1.a. 2 nd level reporting component			
	1.b. 3 rd level reporting component			
	1.c. 4 th level reporting component			
	2. Address		2. 131 M Street NE	
	3. City, State, Zip Code		3. Washington, DC 20507	
	4. CPDF Code	5. FIPS code(s)	4. EE00	5.
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			1. 2266
	2. Enter total number of temporary employees			2. 25
	3. Enter total number employees paid from non-appropriated funds			3. 0
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 2291
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Jacqueline A. Berrien, Chair	
	2. Agency Head Designee		2. Claudia A. Withers, Chief Operating Officer	
	3. Principal EEO Director/Official Official Title/series/grade		3. Matthew B. Murphy, Director, Office of Equal Opportunity	
	4. Title VII Affirmative EEO Program Official		4. Lorna L. Yates, Affirmative Employment Program Manager	
	5. Section 501 Affirmative Action Program Official		5. Donna Walton, Disability Program Manager	
	6. Complaint Processing Program Manager		6. Camella Woodham, Deputy Director, Office of Equal Opportunity	
	7. Other Responsible EEO Staff		Tanya Brown, Program Analyst	
Victor Voloshin, Chief Mediation Officer				
Sandra Adams, Equal Employment Specialist				

EEOC FORM 715-01 PART A - D	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	CPDF and FIPS codes	
EEOC FORMS and Documents Included With This Report			
*Executive Summary [FORM 715-01 PART E], that includes:	*Optional Annual Self-Assessment Checklist Against Essential Elements [FORM 715-01PART G]		
Brief paragraph describing the agency's mission and mission-related functions	*EEO Plan To Attain the Essential Elements of a Model EEO Program [FORM 715-01PART H] for each programmatic essential element requiring improvement		
Summary of results of agency's annual self-assessment against MD-715 "Essential Elements"	*EEO Plan To Eliminate Identified Barrier [FORM 715-01 PART I] for each identified barrier		
Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	*Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities for agencies with 1,000 or more employees [FORM 715-01 PART J]		
Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	*Copy of Workforce Data Tables as necessary to support Executive Summary and/or EEO Plans		
Summary of EEO Plan action items implemented or accomplished	*Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, ADR effectiveness, or other compliance issues		
*Statement of Establishment of Continuing Equal Employment Opportunity Programs [FORM 715-01 PART F]	*Copy of Facility Accessibility Survey results as necessary to support EEO Action Plan for building renovation projects		
*Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	*Organizational Chart		

EEOC FORM 715-01 PART E	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
U.S. Equal Employment Opportunity Commission	For period covering October 1, 2011, to September 30, 2012	
EXECUTIVE SUMMARY		
<p>The purpose of this summary is to inform all managers and supervisors of their responsibilities regarding the status of the Agency's EEO program.</p> <p>Mission and mission-related functions: The mission of the Equal Employment Opportunity Commission (Commission, EEOC, or Agency) is to stop and remedy unlawful employment discrimination. In February, 2012, the Commission took a significant step forward by approving a new Strategic Plan for fiscal years 2012 – 2016, which established three objectives:</p> <ol style="list-style-type: none"> 1) Combating employment discrimination through strategic law enforcement; 2) Preventing employment discrimination through education and outreach; and 3) Delivering excellent and consistent service through a skilled and diverse workforce and effective systems. <p>The Agency enforces employment discrimination laws, monitors federal sector Equal Employment Opportunity (EEO) programs, and provides funding and support to state and local Fair Employment Practices Agencies (FEPAs) and Tribal Employment Rights Organizations (TEROs). Additionally, the EEOC sponsors outreach and technical assistance programs which provide advice to individuals and employees about their rights and responsibilities under the law.</p> <p>The Commission's goal with respect to its own workforce is to become a model employer by providing a workplace that is both free from discrimination and inclusive, and where employees are valued and their talents are developed. In an effort to reflect the integration of EEO into the Agency's Strategic Mission, the Director of the Office of Equal Opportunity (OEO) reports directly to the Chair of the Agency and is considered part of the Agency's senior management. The OEO Director regularly participates in Senior Staff meetings, has regular access to the Chair, Jacqueline A Berrien, and Chief Operating Officer, Claudia A. Withers, to discuss any EEO related matters, and has bi-monthly meetings with the Chief Operating Officer.</p> <p>Management Directive-715 (MD-715) guidance requires that all managers, supervisors and EEO officials be responsible for the effective implementation of the Agency's EEO Program. To that end, the OEO Director provides a Summary of the State of the Workforce to all Senior Managers. The Chief Human Capital Officer and the OEO Director have periodic meetings to discuss issues relating to EEO, employee development and the workplace. Furthermore, the Agency's MD-715 report will be disseminated to each Office</p>		
Executive Summary	Page 1	

Director and copies of the report will be accessible to each District Director and Headquarters (HQ) Office Directors via Document Management System (DMS). In FY 2012, the OEO Director met with many of the District Directors and HQ Office Directors to discuss their workforces. This practice will continue in FY 2013.

Summary of Results of Annual Self-Assessment against MD-715's Six Essential Elements

The Agency Self-Assessment Checklist measuring essential elements of the EEO program was completed. Overall, this Agency meets the six Essential Elements identified as necessary for a model EEO program. However, when gauged against the very specific measures identified in the self-assessment checklist, deficiencies have been noted and will be listed in Part H and Part I, following this summary.

❖ Essential Element A – Demonstrated Commitment from Agency Leadership

Chair Berrien reaffirmed her commitment to EEO and diversity at the Agency by reissuing her policy statement in support of equal employment opportunity and diversity and a workplace free of discriminatory harassment on July 18, 2012, and the policy statement was communicated via email to all EEOC employees. The Agency also ensures that its EEO policies are disseminated to all new employees during orientation and are available on the internal and external websites.

The Agency Leadership ensures that all employees and all newly promoted managers and supervisors receive copies of the EEO policies as a reminder of their role and responsibility in providing a discrimination/harassment free work environment. In addition, the Agency continues to require management to participate in ADR when it is offered and the employee elects mediation during the EEO process.

In addition, EEOC's Reasonable Accommodation policy and procedures are easily accessible to all employees and applicants via our internal and external websites. All managers and supervisors have been trained on their responsibilities under the procedures for reasonable accommodation.

EEOC maintains its own performance appraisal form for managers and supervisors and has incorporated a critical element to evaluate managers and supervisors on their commitment to EEO policies and principles. The Senior Executive Service (SES) performance plan also incorporates the required critical element that evaluates the SES members' commitment to the EEOC's EEO policies and principles.

❖ **Essential Element B – Integration of EEO into the Agency’s Strategic Mission**

The Director of OEO reports directly to the Chair of the Agency and is considered part of the Agency’s senior management. The OEO Director regularly participates in Senior Staff meetings, has regular access to the Chair and the Chief Operating Officer to discuss any EEO related matters, and meets with a member of the Chair’s staff on a weekly basis.

❖ **Essential Element C – Management and Program Accountability**

MD-715 guidance requires that all managers, supervisors and EEO officials be responsible for the effective implementation of the Agency’s EEO program. To that end, the Chief Human Capital Officer and the OEO Director have periodic meetings to discuss issues relating to EEO and other workplace issues. In FY 2013, as in FY 2012, OEO and the Office of Human Resources are coordinating with other Commission offices on a wide-range of projects, including the Agency’s plan to implement Executive Order 13515, *Increasing Participation of Asian Americans and Pacific Islanders in Federal Programs*, Executive Order 13583, *Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, Executive Order 13171, *Hispanic Employment in the Federal Government*, Executive Order 13163, *Increasing the Opportunity for Individuals With Disabilities To Be Employed in the Federal Government*, and proactive prevention including barrier identification and elimination. In addition, the EEOC participated in roundtable discussions with the Office of Personnel Management and Office of Management and Budget to listen to and offer input into other federal agencies’ Diversity and Inclusion Strategic Plans. These discussions will be ongoing throughout FY 2013.

Additionally, during FY 2012, the Agency began preparations for establishing a Diversity & Inclusion Council, that will include staff from a variety of levels and locations. The Agency also began preparing a Diversity & Inclusion Strategic Plan and Policy Statement

❖ **Essential Element D – Proactive Prevention**

In an effort to prevent discriminatory actions and eliminate barriers to EEO in the workplace, the RESOLVE Program is utilized as a highly effective tool in the early resolution of all types of workplace disputes. All individuals who contact OEO for counseling are offered ADR, with the exception of outside applicants and individuals who allege sexual harassment, at any stage of the EEO process.

As part of the Commission’s ongoing effort to identify barriers to equal opportunity within its workforce, OEO will provide the Office of the Chair a state of the workforce summary. In addition, OEO will continue to prepare comprehensive EEO Reports for each District and HQ Office.

These reports provide District Directors and HQ Office Directors with information about hiring and separation trends, promotions and EEO complaint data in their offices.

EEOC estimates that approximately 23% of the agency's permanent workforce was retirement eligible at the end of FY 2012. This fiscal year also continued with budget cuts and hiring freezes. Therefore, to ensure we have a workforce to meet the mission, EEOC must work to attract diverse talent into its ranks and be seen as a great place to launch and build a career. These emerging professionals potentially offer a diversity of skill sets and innovative ideas that could expand EEOC's overall expertise and better represent the population we serve. We must also ensure we retain our top talent, put succession strategies in place, work to develop our employees and create an inclusive work environment. This is particularly difficult in the harsh budget and political climate the Agency currently faces.

During FY 2012, the Affirmative Employment Program team began meeting with various employee groups and the union in an effort to gain a better understanding of employee perceptions of employment and possible barriers or issues with employment in the EEOC. These interactive conversations have produced positive results and have raised several issues and potential barriers that they perceive may be a hindrance to employment in the Agency. These triggers and/or barriers are included in Part H and Part I of this report. These conversations will continue in FY 2013.

In addition to EEOC employees, the Agency also utilizes interns throughout the year. They come from a variety of colleges and universities with varying race/ethnicities and disabilities. This program is successful in providing support to staff in light of the federal hiring freeze and helps to generate future interest from diverse groups in employment with the Agency.

- **Highlights of Total Workforce by Race/Ethnicity/Sex (RES) (Tables A-1):**

The total workforce decreased from 2486 to 2291 (a difference of 195, or a net change of 7/84%) in FY2012. Overall minority representation is 60.28% - a slight increase of 0.51%. Female representation is 64.21%, an increase of 0.29%, from FY 2011.

- **Highlights of Major Occupations by Race/Ethnicity/Sex (Table A-6):**

Three mission-related occupations have been identified by EEOC. RCLF data is used for these positions. Statistical data on each major occupation is found in Table A-6, attached to this report.

Attorneys constitute 21.18% (480/2266) of the workforce. They are represented in all categories with the exception of Native Hawaiian/Pacific Islander Males and Females, and American Indian/Alaska Native Males, although statistically, there is less than expected representation in Total Males and White Males when comparing to the RCLF.

Investigators constitute 38.39% (870/2266) of the workforce. In this occupational category, Native Hawaiian/Pacific Islander Males and Females are not represented. However, representation of White Males and Females, and Total Males is statistically less than what would be expected.

- **Highlights of Applicant Data, New Hires, and Promotion Actions (Tables A-7 through A-11):**

In FY 2012, 5 of the 8 new hires were placed in permanent positions.

This is the first year we have had applicant flow data for new hires. When reviewing this information and comparing to the categories where we have less than expected representation, it appears that we are receiving applications from these groups and that some progress was made towards parity even with the low number of hires this year. Applicant flow data is still not available for internal positions.

- New Hires (permanent and temporary) included:
 - one White Male Attorney
 - one Asian Female Attorney
 - two White Male Investigators
 - one Two or More Races Male Investigator
 - one Two or More Races Female Investigator
 - two White Female Investigators
- Selections for Internal Competitive Promotions for Major Occupations:
 - GS-13 Attorneys (9 selections)
 - one Hispanic Female - 11.11% (1/9)
 - two White Males - 22.22% (2/9)
 - one White Female – 11.11% (1/9)
 - one Asian Male – 11.11% (1/9)
 - two Asian Females – 22.22% (2/9)
 - two Two or More Races Male – 22.22% (2/9)

- GS-14 Attorneys (31 Selections)
 - two Hispanic Females – 6.45% (2/31)
 - ten White Males – 32.26% (10/31)
 - five White Females – 16.13% (5/31)
 - two Black Males – 6.45% (2/31)
 - eight Black Females – 25.81% (8/31)
 - two Asian Females – 6.45% (2/31)
 - one Two or More Races Male – 3.23% (1/31)
 - one Two or More Races Female – 3.23% (1/31)
- GS-15 Attorney (1 Selection)
 - one Black Male 100% (1/1)
- GS-13 Investigators (18 Selections)
 - one Hispanic Male – 5.56% (1/18)
 - two Hispanic Females – 11.11% (2/18)
 - three White Males – 16.67% (3/18)
 - eight White Females – 44.44% (8/18)
 - three Black Females – 16.67% (3/18)
 - one American Indian/Alaska Native Female – 5.56% (1/18)
- GS-14 Supervisory Investigators (2 Selections)
 - two Black Males – 100% (2/2)
- GS-15 Supervisory Investigators (3 Selections)
 - two White Males – 66.67% (2/3)
 - one White Female – 33.33% (1/3)
- Internal Selections for Senior Level Positions (66 Selections) (GS 13, 14,15 and SES):
 - one Black Female Budget Analyst – 1.52% (1/66)
 - one White Female Public Affairs Specialist – 1.52% (1/66)
 - one Hispanic Male Supervisory Investigator – 1.52% (1/66)
 - two Hispanic Female Supervisory Investigators – 3.03% (2/66)
 - five White Male Supervisory Investigators – 7.58% (5/66)
 - nine White Female Supervisory Investigators – 13.64% (9/66)
 - two Black Male Supervisory Investigators – 3.03% (2/66)
 - three Black Female Supervisory Investigators – 4.55% (3/66)
 - one American Indian/Alaska Native female Supervisory Investigator 1.52% (1/66)
 - three Hispanic Female Attorneys – 4.55% (3/66)

- twelve White Male Attorneys – 18.18% (18/66)
- six White Female Attorneys – 9.90% (6/66)
- two Black Male Attorneys – 3.03% (2/66)
- eight Black Female Attorneys – 12.12% (8/66)
- one Asian Male Attorney – 1.52% (1/66)
- four Asian Female Attorneys – 6.06% (4/66)
- three Two or More Races Male Attorneys – 4.55% (3/66)
- one Two or More Races Female Attorney – 1.52% (1/66)
- one Black Male Supervisory Attorney – 1.52% (1/66)

- **Highlights of Separations (Table A-14):**

There were 186 separations in FY 2012 including 181 voluntary and five involuntary separations. There is a disproportionately high number of Black employees being involuntarily separated from service. Efforts to increase representation need not only focus on the hiring of more minorities, but should also address attrition which tends to offset any gains made through hiring.

- **Highlights of Total Workforce by Disability (Table B-1):**

With a representation rate of 2.58% of employees reporting targeted disabilities, this Agency exceeded the Federal Government goal of 2%, but fell short of the Agency's goal of 5% for targeted disabilities. However, there were no individuals with targeted disabilities hired in FY 2012. Overall this Agency employs 353 persons (14.20%) with reportable disabilities, which is short of the Agency goal of 20%.

- **Highlights of Grade Groups by Disability (Table B-4):**

Of the 592 employees in the leadership pipeline (GS 14-15), 9.80% (58 employees) report having a disability and 2.20% (13 employees) report having a targeted disability. This is representative of the overall workforce.

- **Highlights of Major Occupations by Disability (Table B-6):**

Of the 480 permanent Attorneys at the EEOC, 38 (7.92%) report having a disability and 10 (2.08%) report having a targeted disability.

Of the 870 permanent Investigators at the EEOC, 164 (18.85%) report having a disability, and 23 (2.64%) report targeted disabilities.

Applicant flow data is not available for disabilities at this time, however, OPM is working to make this information available in the future.

- **Highlights of Applicant Data, New Hires, and Promotion Actions by Disability (Tables B-7 through B-11):**

There were five permanent hires in FY 2012 with one individual reporting a disability. There were no individuals with targeted disabilities hired in FY 2012.

Of the 40 Attorneys that received Internal Competitive Promotions, seven reported having a disability, and zero reported a targeted disability. In addition, there were 23 Investigators receiving Internal Competitive Promotions with four reporting a disability, but zero targeted disabilities. There were no mediator positions in competitive promotions this year.

Four Investigators and seven Attorneys reported disabilities in Internal Selections for Senior Level Positions, however, there were no targeted disabilities reported.

As reported above, applicant flow data is not available for internal selections.

- **Highlights of Separations by Disability (Table B-14):**

Of the 186 separations in FY 2012, there were 36 voluntary and 1 involuntary separation of individuals reporting disabilities. There were also seven individuals (3.87%) with targeted disabilities that separated during this timeframe. This is higher than the overall rate of participation of individuals with targeted disabilities in the EEOC workforce, which is 2.58%.

- ❖ **Essential Element E - Efficiency**

In an effort to improve the effectiveness of the Agency's EEO programs, and ensure an efficient and fair dispute resolution process, the Agency plans to improve on the number of days it takes to issue Final Decisions where a hearing is not requested, as well as on the number of days required to complete an EEO Investigation. To this end, OEO utilizes the OEO Workflow Plan and Data Tracking Sheet to ensure accurate tracking of all deadlines related to EEO complaint activity and OEO Director and Deputy Director have weekly meetings with investigators to assess their progress and to answer questions. OEO continues to measure its results in accordance with the year-end "Statistical Report of Discrimination Complaints", FORM 462.

- ❖ **Essential Element F – Responsiveness and Legal Compliance**

MD-715 guidance requires the Agency to be in full compliance with EEO statutes, EEOC regulations, EEOC policy guidance and other written instructions. Examples of Agency actions which were taken in full legal compliance included the following: the Agency consistently posts its quarterly No FEAR Act data on its external website in a timely

manner, in accordance with 29 C.F.R. Section 1614.703-705; provides No FEAR Act training to all employees as prescribed; the Office of Human Resources received and processed 88 reasonable accommodation requests during FY 2012.

Accomplishments

In FY 2012, OEO provided leadership, direction and guidance in carrying out the Agency's equal employment opportunity and diversity program. OEO and OHR administered the Agency-wide equal employment opportunity and affirmative employment programs by providing policy, oversight and technical guidance for EEOC, on affirmative employment, special emphasis program areas, diversity, and EEO complaint processing. OEO collaborates with OHR in administering the Agency's diversity program.

This fiscal year also brought a new Memorandum of Understanding for the EEOC. A partnership was formed with the new affinity group, FEDs, "Federal Employees with Disabilities", which promises to be beneficial for both FEDs and the EEOC.

OEO also provided or arranged training and education to Agency staff on diverse subjects including:

- "The Americans with Disabilities Act Amendments Act"
- "Arabs and Islam: Cultural Demystification & Misconceptions"
- "An Overview of AAGEN and FEDs"
- "Macro and Micro Inequities"
- "Unconscious Bias"
- "Changes and Developments in Federal Gender Identity Law and Policy"

In addition, OEO staff attended Affinity Group national conferences and led sessions on topics such as Disabilities, EEO complaint processing, and diversity and reasonable accommodation issues.

Planned Activities

Now that applicant flow data is available, we will begin holding meetings with hiring officials bi-annually regarding hiring trends and applicant flow data.

The Office of Equal Opportunity will also issue the "Voluntary Employee Organizations" Order, establishing a framework for employee organizations to form, be recognized, and operate within the EEOC. The AEP Team will schedule periodic meetings with representatives of the Agency's Voluntary Employee Organizations established pursuant to the aforementioned Order, AFGE Local No. 216, and Agency supervisors, managers, and leaders, to encourage interactive conversations aimed at improving employment opportunities and situations and removing barriers to employment at the EEOC.

Educational offerings to the EEOC staff will continue throughout the year and will be broadcast Agency-wide.

Staff will represent the EEOC at various conferences throughout the year (pending availability of funding), including EEOC's EXCEL Conference, Blacks in Government Annual Conference, the Asian American Government Executives Network Leadership Conference, National Organization of Mexican American Rights Leadership Conference, Federal Asian Pacific American Council Annual Meeting, Federally Employed Women's Annual Conference, Lavender Law, and the Out and Equal Conference.

OEO will continue to partner with OHR on the formation and administration of the Diversity Council and implementation of the Agency's Diversity and Inclusion Strategic Plan. In addition, OEO will partner with OHR to strengthen the Agency's Special Emphasis Programs.

EEOC FORM
715-01
PART F

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

**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I,

Matthew B. Murphy, Director, Office of Equal Opportunity

am the

Principal EEO Director/Official for

U.S. Equal Employment Opportunity Commission

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

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

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

Matthew B. Murphy, Director, Office of Equal Opportunity

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.

Claudia Withers, Chief Operating Officer

4/29/13
Date

4-29-13
Date

EEOC FORM 715-01 PART G		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.				
Compliance Indicator	EEO policy statements are up-to-date.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
The Agency Head was installed on _____. The EEO policy statement was issued on _____.				
Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head? If no, provide an explanation.		X		
During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.		X		
Are new employees provided a copy of the EEO policy statement during orientation?		X		
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?		X		
Compliance Indicator	EEO policy statements have been communicated to all employees.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?		X		N/A
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X		
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR §1614.102(b)(5)]		X		

Compliance Indicator	Agency EEO policy is vigorously enforced by agency management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:	X			
resolve problems/disagreements and other conflicts in their respective work environments as they arise?	X			
address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?	X			
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?	X			
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?	X			
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?	X			
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications ?	X			
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?	X			
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?	X			
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions? Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable	X			
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?	X			
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?	X			

Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.				
Compliance Indicator	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 has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)		X		
Are the duties and responsibilities of EEO officials clearly defined?		X		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		X		
If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		X		N/A
If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?		X		N/A
If not, please describe how EEO program authority is delegated to subordinate reporting components.		X		N/A
Compliance Indicator	The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		X		
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?		X		
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 re-alignments?		X		
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]		X		
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?		X		

Compliance Indicator	The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		X		
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?			X	<p>1. OEO went from 4 investigators to 2.</p> <p>2. Some cases that were listed as untimely were because they were held in abeyance due to settlement negotiations.</p> <p>3. The budget for contract investigators was reduced. In addition, the price of contract investigations increased significantly.</p>
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?		X		
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		X		
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		X		
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		X		
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		X		
Compliance Indicator	The agency has committed sufficient budget to support the success of its EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems		X		
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)		X		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?		X		

Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	X		
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	X		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?	X		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]	X		
Is there sufficient funding to ensure that all employees have access to this training and information?	X		
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:			
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	X		
to provide religious accommodations?	X		
to provide disability accommodations in accordance with the agency's written procedures?	X		
in the EEO discrimination complaint process?	X		
to participate in ADR?	X		

Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY				
This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.				
Compliance Indicator	EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X		
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X		
Compliance Indicator	The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?		X		
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		X		
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		X		
Compliance Indicator	When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		X		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		X		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?		X		
If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation.				
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?		X		

Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.??	X		
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Essential Element D: PROACTIVE PREVENTION				
Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.				
Compliance Indicator	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?		X		
When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?		X		
Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?		X		
Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?		X		
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?		X		
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		X		
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		X		
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		X		
Compliance Indicator	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Are all employees encouraged to use ADR?		X		
Is the participation of supervisors and managers in the ADR process required?		X		

Essential Element E: EFFICIENCY				
Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.				
Compliance Indicator	The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		X		
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		X		
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?		X		
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X		
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		X		
Compliance Indicator	The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?		X		
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		X		
Does the agency hold contractors accountable for delay in counseling and investigation processing times?		X		We include provisions in our contracts that provide for penalties for failure to comply with deadlines.
If yes, briefly describe how:				
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		X		
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?		X		
Compliance Indicator			Measure has been met	

Measures	The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	
Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?		X		
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?		X		
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		X		
Does the agency complete the investigations within the applicable prescribed time frame?		X		
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		X		
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		X		
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?		X		
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?		X		
Compliance Indicator	There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		X		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		X		
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?		X		
Does the responsible management official directly involved in the dispute have settlement authority?		X		

Compliance Indicator	The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	

Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?		X		
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a)(1)?		X		
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?		X		
Do the agency's EEO programs address all of the laws enforced by the EEOC?		X		
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		X		
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		X		
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		X		
Compliance Indicator	The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?		X		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?		X		
Does the agency discrimination complaint process ensure a neutral adjudication function?		X		

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE				
This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.				
Compliance Indicator	Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?		X		
Compliance Indicator	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.		X		
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		X		
Are procedures in place to promptly process other forms of ordered relief?		X		
Compliance Indicator	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met		For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		X		
If so, please identify the employees by title in the comments section, and state how performance is measured.		All employees in the Office of Equal Opportunity. This includes: EEO Investigators, EEO Counselors, EEO Specialists. Director and Deputy Director. Performance is measured against requirements for running an effective and timely EEO program.		
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?		X		
If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.				
Have the involved employees received any formal training in EEO compliance?		X		
Does the agency promptly provide to the EEOC the following documentation for completing compliance:				
Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?		X		

Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	X		
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?	X		
Compensatory Damages: The final agency decision and evidence of payment, if	X		
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?	X		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	X		
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	X		
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	X		
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	X		
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	X		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.	X		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	X		

Footnotes:

1. See 29 C.F.R. § 1614.102.

2. When an agency makes modifications to its procedures, the procedures must be resubmitted to the Commission. See EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation (10/20/00), Question 28

EEOC FORM 715-01 PART I	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
U.S. Equal Employment Opportunity Commission	For period covering October 1, 2011, to September 30, 2012	
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>Several groups in various positions within the Agency are represented at rates less than what could be expected in the comparator pool. This condition was recognized as a potential barrier as a result of analysis of workforce data tables.</p>	
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>Workforce data tables were analyzed by gender and race/ethnicity. (Tables A1, A4, A6). Applicant flow data is available for new hires and this data was analyzed for attorney and investigator positions and revealed that these groups had appropriate representation.</p> <p>Utilizing the appropriate comparator (Civilian Labor Force (CLF) the EEOC Total Workforce, or the Occupational CLF, several groups showed an apparent lack of representation. This trigger signaled a closer look at the data. Using the AVAIL statistics program, these results were checked for statistical significance with the following results:</p> <p>Females are represented at rates less than what could be expected in the Agency's workforce as described below:</p> <ul style="list-style-type: none"> • TOTAL Female SES (comparator - EEOC GS 14-15) • White Females Investigators (comparator - Occupational CLF) • Black Female Executive/Senior Officials and Managers (comparator - EEOC Workforce) • Black Females Supervisors (comparator - EEOC Workforce) <p>Males are represented at rates less than what could be expected in the Agency's workforce as described below:</p> <ul style="list-style-type: none"> • TOTAL Male Attorneys (comparator--to Occupational CLF) • TOTAL Male Investigators (comparator-- Occupational CLF) • TOTAL Male Mediators (comparator-- Occupational CLF) • Hispanic Males (comparator-- to the CLF) 	

	<ul style="list-style-type: none"> • Hispanic Males in GS-14 and GS-15 positions. • White Male Attorneys (comparator--- Occupational CLF) • White Male Investigators (comparator-- Occupational CLF) • White Males Mediators (comparator-- Occupational CLF)
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>Although the Agency is unable to identify a policy, procedure or practice which creates these anomalies,, we will conduct further analysis to attempt to determine if, and to what extent, barriers may exist.</p>
<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>To the extent corrective action is necessary, increase participation rates through career development programs, widespread recruitment, and implementation of the various Agency plans described herein.</p>
<p>RESPONSIBLE OFFICIAL:</p>	<p>OEO Staff; OHR Staff</p>
<p>DATE OBJECTIVE INITIATED:</p>	<p>02/15/2013</p>
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>09/30/2014</p>

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)	
Review promotion for any possible barriers.	09/30/2013	
Provide assistance to OHR in implementing career development programs.	09/30/2013	
Work with EEOC's Voluntary Employee Organizations to identify ways to strategically recruit, retain, and develop employees at the EEOC.	09/30/2013	
Solicit input and feedback from national Affinity Groups, review and implement existing Memoranda of Understanding with the Affinity Groups, and enter into a Memorandum of Understanding with FEDQ, the new national affinity group for Lesbian, Gay, Bisexual and Transgender Employees.	3/1/13 and ongoing	
Continue the Agency's Mentoring Program and encourage groups to apply for membership.	4/30/2013 and ongoing	
Expand the diversity of applicant pools by strategically identifying recruitment sources, which sources shall be identified based upon review and analysis of relevant information such as the Agency's workforce demographics, applicant flow data, labor force data, and the unique mission and history of the nation.	4/30/2013 and ongoing	
Develop plans to hire, develop, and retain a diverse workforce, which plans shall be based upon review and analysis of the information identified above.	December 2013	
Develop plans specific to ensuring diversity among applicants for District Director and Regional Attorney positions, which plans shall be based upon review and analysis of the information identified above.	October 2014	
Develop plans to identify top internal candidates for District Director and Regional Attorney positions using competency assessments and ensure that affirmative employment principles are incorporated into the plans.	October 2014	
Develop a Leadership Competency Development Program for EEOC employees at the GS-13 and GS-14 level and encourage members of groups represented in leadership positions at rates lower than expected, to the extent applicable, to apply.	December 2014	
Continue to offer the DNA of Leadership Program and analyze data regarding individuals nominated and selected in light of workforce demographics and other relevant criteria.	March 2014 and ongoing	
Ensure that all managers receive training related to creating a diverse and inclusive workplace.	April 2014	
Encourage utilization of family friendly practices such as offering workplace flexibilities, including alternate work schedules and telework for employees, supervisors, managers, and executives.	Ongoing	
Continue to encourage inclusion of OEO in Agency initiatives and decision	Ongoing	

making processes to ensure EEO principles are considered.	
Continue to encourage inclusion of OEO into hiring processes for senior positions and SES positions.	Ongoing
Implement the plan developed in accordance with the White House Initiative on Asian American and Pacific Islanders.	Ongoing
Review, revise, as appropriate, and implement the Agency's plan adopted pursuant to the Executive Order related to Hispanic Employees in the Federal Government.	August 2014 and Ongoing
Develop a plan to ensure that applicant flow data for internal competitive promotions is captured and analyzed.	June 2014.
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE	
<p>Three year trend analysis completed on hires by ethnicity and gender by grade and position.</p> <p>EEOC participated in a pilot program with OPM for USAStaffing in FY2012 – applicant flow data for NEW hires was made available to the agency and this data was analyzed.</p> <p>EEOC co-sponsored the Asian American Government Executives Network's (AAGEN) SES Development Program and encouraged eligible employees to participate in this program.</p> <p>Five year trend analysis on the makeup of SES and feeder pool (GS 14-15) by Race/Ethnicity and Sex in the EEOC was completed. Given the statistical analysis conducted, the diversity of the Executive/Senior Level employees appears to be representative of the EEOC workforce.</p> <p>Further analysis was completed on the makeup of the senior grades. 492 of the 592 GS 14-15 positions are occupied by either Attorneys or Investigators. These two occupations are highly specialized and using the overall workforce data or the CLF data for comparison could possibly suggest a possible barrier when one may not exist. We also looked at the remaining 100 positions that are in the GS 14-15 category and then total GS 14-15 positions.</p> <p>Minus the specialized Attorney and Investigator fields, the GS 14-15 representation was as would be expected except for Hispanic Males where the actual representation is 17 and the expected would be 29.</p> <p>EEOC is in its second year of a formal mentoring program and OEO and OHR work to encourage a diverse group of employees to participate in the mentoring program.</p> <p>OEO and OHR will continue to analyze relevant information to determine if any potential barriers exist. In addition, we will continue to implement planned activities as they represent best practices towards creating a diverse and inclusive environment.</p>	

EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
U.S. Equal Employment Opportunity Commission	For period covering October 1, 2011, to September 30, 2012	
<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>There appears to be a disproportionately high number of Black employees being involuntarily separated from service.</p>	
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>Receipt and review of feedback from AFGE Local 216 President, Gabrielle Martin, and other union members, and review of Data Table A14.</p>	
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>Although the Agency is unable to identify a policy, procedure or practice which creates these anomalies,, we will conduct further analysis to attempt to determine if, and to what extent, barriers may exist..</p>	
<p>OBJECTIVE:</p> <p>State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>To ensure that involuntary separations are not occurring due to any possible discriminatory or non-inclusive practices, policies, procedures, or stereotypes.</p>	
<p>RESPONSIBLE OFFICIAL:</p>	<p>OEO Staff; OHR Staff</p>	
<p>DATE OBJECTIVE INITIATED:</p>	<p>03/14/2013</p>	
<p>TARGET DATE FOR COMPLETION OF OBJECTIVE:</p>	<p>09/30/2014</p>	

EEOC FORM 715-01 PART I	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)	
Conduct a 5-year trend analysis of all separations	09/30/2013	
Review exit interview data	09/30/2013	
Solicit input and feedback from employee groups including Blacks in Government and the union.	09/30/2013	
Conduct a review and analysis of the EEOC African-American Workgroup Report and develop plans to implement recommendations.	09/30/2013	
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
Conduct a 5-year trend analysis of all separations	Completed	

EEOC FORM 715-01 PART J										
U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities FY 2012										
PART I Department or Agency Information	1. Agency			U.S. Equal Employment Opportunity Commission						
	1.a. 2 nd Level Component			n/a						
	1.b. 3 rd Level or lower									
PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the	... beginning of FY.		... end of FY.		Net Change				
		Number	%	Number	%	Number	Rate of Change			
	Workforce	2486	100.00%	2291	100.00%	-195	-7.84%			
	Reportable Disability	353	14.20%	340	14.84%	-13	-3.68%			
	Targeted Disability*	65	2.61%	59	2.58%	-6	-9.23%			
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).									
	1. Total Number of Applications Received From Persons With Targeted Disabilities							Unknown		
2. Total Number of Selections of Individuals with Targeted Disabilities during period.							0			
PART III Participation Rates In Agency Employment Programs										
Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability		
		#	%	#	%	#	%	#	%	
3. Competitive Promotions *	41	7	17.07%	0	0.00%	1	2.44%	33	80.49%	
4. Noncompetitive Promotions *	292	69	23.63%	15	5.14%	27	9.25%	196	67.12%	
5. Career Development Programs [Table B12]										
5.a. Grades 5 - 12	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
5.b. Grades 13 - 14	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
5.c. Grade 15/SES	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	
6. Employee Recognition and Awards [B13] (Cash Awards does not include SES Performance Awards & QSI)										
6.a. Time-Off Awards-Hours	18332	2592	14.14%	480	2.62%	892	4.86%	14848	81.00%	
6.b. Cash Awards (Total \$)	\$3500	\$3500	100.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	
6.c. Quality-Step Increase	\$0	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%	
* includes all employees who received a promotion – (i.e., not broken out by major occupations or senior level)										

EEOC FORM 715-01 PART J	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities
PART VI Identification and Elimination of Barriers	<p>Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities using FORM 715-01 Part I. Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers.</p>
PART V Goals for Targeted Disabilities	<p>Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will effect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.</p> <p>Goals, objectives and strategies described below should focus on the internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities of career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied.</p>

Objectives

- 1) To resurvey our overall workforce to encourage them to self-identify as a person with a disability
- 2) To increase the use of Schedule A hiring authority
- 3) To provide training to all Agency employees on EEOC's Procedures for Providing Reasonable Accommodation for Individuals with Disabilities.
- 4) To provide training to managers on Schedule A Hiring authority.
- 5) Provide training to dispel pervasive myths related to individuals with disabilities at the EEOC, such as they lack sufficient competencies, require too much assistance, and, with respect to individuals with mental impairments in particular, that they are dangerous, threatening, etc.

Strategies

For FY 2013, the Agency will continue its goal to increase the percentage of new hires that identify as having a targeted disability. To achieve this goal, OEO, in coordination with the Disability Program Manager, will continue plans to recruit and place individuals with targeted disabilities. However, given the hiring freeze that we are working with, recruitment and new hires are severely limited.

A variety of recruiting methods are used to attract and hire qualified disabled veterans, especially those who are 30 percent or more disabled, including recruiting and outreach at colleges, universities, and technical/vocational schools. The EEOC will continue to promote the use of special hiring authorities and recognizes that employment of disabled veterans is important in maintaining a diverse workforce. In terms of recruitment, all vacancy announcements indicate that applications are accepted from disabled veterans for initial employment opportunities.

For current employees, the focus will be on ensuring that there are no barriers to advancement opportunities for any employee and on monitoring the internal promotions. In addition, we will continue to closely monitor the representation of individuals with targeted disabilities in major occupations (Investigators, Attorneys, and Mediators) since these three occupational groups have traditionally offered the greatest opportunities for career advancement.

With respect to management level employees, the workforce data reveals that there are no first level management (GS-12 & below) employees who self-identify as having a targeted disability. However,

1.43% of the managers at the mid-level (GS- 13 & 14) and 3.92% of those at the executive/senior level identify as having a targeted disability. Employees who self-identify as having a targeted disability represent 2.08% of Attorneys, 2.65% of Investigators and 1.18% of Mediators. As noted above, since most of the Agency's managers are in one of three major occupations, Investigators, Attorneys or Mediators, we will continue to closely monitor the hiring and promotion data for those occupations, as well as the participation of employees who self-identify as having a targeted disability in Agency training programs.

Accomplishments

The EEOC entered into a Memorandum of Understanding with Federal Employees with Disabilities (FEDs) which, we anticipate, will be another means to recruit, hire, and retain individuals with disabilities and identify possible barriers to employment within the Agency.

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period from 201120 to 201221

Table A1: TOTAL WORKFORCE - Distribution by Race/Ethnicity and Sex

Employment Tenure	RACE/ETHNICITY																		
	TOTAL WORKFORCE			Hispanic or Latino		Non- Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
	All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
TOTAL WORKFORCE - Permanent and Temporary																			
Prior FY	#	2486	897	1589	125	210	440	560	274	734	38	53	1	2	3	12	16	18	
	%	100%	36.08%	63.92%	5.03	8.45	17.7	22.53	11.02	29.53	1.53	2.13	0.04	0.08	0.12	0.48	0.64	0.72	
Current FY	#	2291	820	1471	114	200	400	510	254	682	34	50	0	2	3	11	15	16	
	%	100%	35.79%	64.21%	4.98	8.73	17.46	22.26	11.09	29.77	1.48	2.18	0	0.09	0.13	0.48	0.65	0.7	
Nat 2k CLF	%	100%	53.23%	46.77%	6.17%	4.52%	39.03%	33.74%	4.84%	5.66%	1.92%	1.71%	0.06%	0.05%	0.34%	0.32%	0.88%	0.76%	
Org CLF	%	%	70.42%	29.58%	2.77%	1.53%	62.70%	23.91%	2.75%	2.53%	1.26%	1.00%	0.03%	0.01%	0.17%	0.12%	0.73%	0.48%	
Difference	#	-195	-77	-118	-11	-10	-40	-50	-20	-52	-4	-3	-1	0	0	-1	-1	-2	
Ratio Change	%	0.00%	-0.29%	0.29%	-0.05%	0.28%	-0.24%	-0.27%	0.07%	0.24%	-0.04%	0.05%	-0.04%	0.01%	0.01%	0.00%	0.01%	-0.03%	
Net Change	%	-7.84%	-8.58%	-7.43%	-8.80%	-4.76%	-9.09%	-8.93%	-7.30%	-7.08%	-10.53%	-5.66%	-100.00%	0.00%	0.00%	-8.33%	-6.25%	-11.11%	
PERMANENT WORKFORCE																			
Prior FY	#	2457	886	1571	123	207	433	551	273	728	37	53	1	2	3	12	16	18	
	%	100%	36.06%	63.94%	5.01%	8.42%	17.62%	22.43%	11.11%	29.63%	1.51%	2.16%	0.04%	0.08%	0.12%	0.49%	0.65%	0.73%	
Current FY	#	2266	810	1456	112	197	394	504	252	676	34	50	0	2	3	11	15	16	
	%	100%	35.75%	64.25%	4.94%	8.69%	17.39%	22.24%	11.12%	29.83%	1.50%	2.21%	0.00%	0.09%	0.13%	0.49%	0.66%	0.71%	
Difference	#	-191	-76	-115	-11	-10	-39	-47	-21	-52	-3	-3	-1	0	0	-1	-1	-2	
Ratio Change	%	0%	-0.31%	0.31%	-0.06%	0.27%	-0.24%	-0.18%	0.01%	0.20%	-0.01%	0.05%	-0.04%	0.01%	0.01%	0.00%	0.01%	-0.03%	
Net Change	%	-7.77%	-8.58%	-7.32%	-8.94%	-4.83%	-9.01%	-8.53%	-7.69%	-7.14%	-8.11%	-5.66%	-100.00%	0.00%	0.00%	-8.33%	-6.25%	-11.11%	
TEMPORARY WORKFORCE																			
Prior FY	#	29	11	18	2	3	7	9	1	6	1	0	0	0	0	0	0	0	
	%	100%	37.93%	62.07%	6.9	10.34	24.14	31.03	3.45	20.69	3.45	0	0	0	0	0	0	0	
Current FY	#	25	10	15	2	3	6	6	2	6	0	0	0	0	0	0	0	0	
	%	100%	40.00%	60.00%	8	12	24	24	8	24	0	0	0	0	0	0	0	0	
Difference	#	-4	-1	-3	0	0	-1	-3	1	0	-1	0	0	0	0	0	0	0	
Ratio Change	%	0%	2.07%	-2.07%	1.10%	1.66%	-0.14%	-7.03%	4.55%	3.31%	-3.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Net Change	%	-13.79%	-9.09%	-16.67%	0.00%	0.00%	-14.29%	-33.33%	100.00%	0.00%	-100.00%	0%	0%	0%	0%	0%	0%	0%	

SUPPLEMENTAL ANALYSIS TABLE

NET CHANGE ANALYSIS FOR TOTAL WORKFORCE: 1-YEAR, 5-YEAR and 8-YEAR TRENDS

TOTAL WORKFORCE (Permanent & Temporary Employees)				RACE/ETHNICITY														
				Hispanic or Latino		Non- Hispanic or Latino												
						White		Black or African American		Asian		Native Hawaiian or Other Pacific		American Indian or Alaska Native		Two or more races		
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
1-YEAR NET CHANGE																		
FY 2011	#	2486	897	1589	125	210	440	560	274	734	38	53	1	2	3	12	16	18
	%	100.00%	36.08%	63.92%	5.03%	8.45%	17.70%	22.53%	11.02%	29.53%	1.53%	2.13%	0.04%	0.08%	0.12%	0.48%	0.64%	0.72%
FY 2012	#	2291	820	1471	114	200	400	510	254	682	34	50	0	2	3	11	15	16
	%	100.00%	35.79%	64.21%	4.98%	8.73%	17.46%	22.26%	11.09%	29.77%	1.48%	2.18%	0.00%	0.09%	0.13%	0.48%	0.65%	0.70%
CLF (2000)	%	100.00%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%
Difference	#	-195	-77	-118	-11	-10	-40	-50	-20	-52	-4	-3	-1	0	0	-1	-1	-2
Ratio Change	%	0.00%	-0.29%	0.29%	-0.05%	0.28%	-0.24%	-0.27%	0.07%	0.24%	-0.04%	0.05%	-0.04%	0.01%	0.01%	0.00%	0.01%	-0.03%
Net Change	%	-7.84%	-8.58%	-7.43%	-8.80%	-4.76%	-9.09%	-8.93%	-7.30%	-7.08%	-10.53%	-5.66%	#####	0.00%	0.00%	-8.33%	-6.3%	-11.1%
5-YEAR NET CHANGE																		
End of FY 2007	#	2198	728	1470	103	198	342	504	239	703	38	44	2	2	2	13	2	6
	%	100.00%	33.12%	66.88%	4.69%	9.01%	15.56%	22.93%	10.87%	31.98%	1.73%	2.00%	0.09%	0.09%	0.09%	0.59%	0.09%	0.27%
CLF (2000)	%	100.00%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%
FY 2012	#	2291	820	1471	114	200	400	510	254	682	34	50	0	2	3	11	15	16
	%	100.00%	35.79%	64.21%	4.98%	8.73%	17.46%	22.26%	11.09%	29.77%	1.48%	2.18%	0.00%	0.09%	0.13%	0.48%	0.65%	0.70%
Difference	#	93	92	1	11	2	58	6	15	-21	-4	6	-2	0	1	-2	13	10
Ratio Change	%	0.00%	2.67%	-2.67%	0.29%	-0.28%	1.90%	-0.67%	0.21%	-2.21%	-0.24%	0.18%	-0.09%	0.00%	0.04%	-0.11%	0.56%	0.43%
Net Change	%	4.23%	12.64%	0.07%	10.68%	1.01%	16.96%	1.19%	6.28%	-2.99%	-10.53%	13.64%	#####	0.00%	50.00%	-15.38%	#####	#####
8-YEAR NET CHANGE																		
FY 2004	#	2481	820	1661	113	210	383	573	287	819	35	49	0	0	2	10	0	0
	%	100.00%	33.05%	66.95%	4.55%	8.46%	15.44%	23.10%	11.57%	33.01%	1.41%	1.98%	0.00%	0.00%	0.08%	0.40%	0.00%	0.00%
CLF (2000)	%	100.00%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%
FY 2012	#	2291	820	1471	114	200	400	510	254	682	34	50	0	2	3	11	15	16
	%	100.00%	35.79%	64.21%	4.98%	8.73%	17.46%	22.26%	11.09%	29.77%	1.48%	2.18%	0.00%	0.09%	0.13%	0.48%	0.65%	0.70%
Difference	#	-190	0	-190	1	-10	17	-63	-33	-137	-1	1	0	2	1	1	15	16
Ratio Change	%	0.00%	2.74%	-2.74%	0.42%	0.27%	2.02%	-0.83%	-0.48%	-3.24%	0.07%	0.21%	0.00%	0.09%	0.05%	0.08%	0.65%	0.70%
Net Change	%	-7.66%	0.00%	-11.44%	0.88%	-4.76%	4.44%	-10.99%	-11.50%	-16.73%	-2.86%	2.04%	0.00%	0.00%	50.00%	10.00%	0.00%	0.00%

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period 201221

Table A2 - Permanent Workforce By Component - Distribution by Race/Ethnicity and Sex

Organizational Component	TOTAL EMPLOYEES		RACE/ETHNICITY															
			Hispanic or Latino		Non- Hispanic or Latino													
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
National CLF	%	100%	53.20%	46.80%	6.20%	4.50%	39%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.90%	0.80%
EQUAL EMPLOYMENT OPPORTUNITY COMM (D)	#	2266	810	1456	112	197	394	504	252	676	34	50	0	2	3	11	15	16
	%	100%	35.75%	64.25%	4.94%	8.69%	17.39%	22.24%	11.12%	29.83%	1.50%	2.21%	0.00%	0.09%	0.13%	0.49%	0.66%	0.71%
Total	#	2266	810	1456	112	197	394	504	252	676	34	50	0	2	3	11	15	16
	%	100%	35.75%	64.25%	4.94%	8.69%	17.39%	22.24%	11.12%	29.83%	1.50%	2.21%	0.00%	0.09%	0.13%	0.49%	0.66%	0.71%

KEY:

(D) Department

(B) Bureau

(SB) Sub Bureau

(ORG) Organization

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period 201221

Table A2 - Temporary Workforce By Component - Distribution by Race/Ethnicity and Sex

Organizational Component	TOTAL EMPLOYEES		RACE/ETHNICITY															
			Hispanic or Latino		Non- Hispanic or Latino													
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
National CLF	%	100%	53.20%	46.80%	6.20%	4.50%	39%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.90%	0.80%
EQUAL EMPLOYMENT OPPORTUNITY COMM (D)	#	25	10	15	2	3	6	6	2	6	0	0	0	0	0	0	0	0
	%	100%	40.00%	60.00%	8.00%	12.00%	24.00%	24.00%	8.00%	24.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	#	25	10	15	2	3	6	6	2	6	0	0	0	0	0	0	0	0
	%	100%	40.00%	60.00%	8.00%	12.00%	24.00%	24.00%	8.00%	24.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

KEY:

(D) Department

(B) Bureau

(SB) Sub Bureau

(ORG) Organization

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period 201221

Table A3-1 - Occupational Categories - Distribution by Race/Ethnicity and Sex

Occupational Categories	TOTAL EMPLOYEES			RACE/ETHNICITY													
				Hispanic or Latino		Non- Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
						male	female	male	female	male	female	male	female	male	female	male	female
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
1. Officials and Managers																	
Executive/Senior Level (Grades 15 and Above)	#	102	55	47	5	3	27	24	21	18	2	1	0	0	0	0	1
	%	100%	53.92%	46.08%	4.90%	2.94%	26.47%	23.53%	20.59%	17.65%	1.96%	0.98%	0.00%	0.00%	0.00%	0.00%	0.98%
Mid-Level (Grades 13-14)	#	210	71	139	13	20	31	58	23	54	4	6	0	0	0	1	0
	%	100%	33.81%	66.19%	6.19%	9.52%	14.76%	27.62%	10.95%	25.71%	1.90%	2.86%	0.00%	0.00%	0.00%	0.48%	0.00%
First-Level (Grades 12 and Below)	#	28	12	16	1	1	3	4	7	10	1	1	0	0	0	0	0
	%	100%	42.86%	57.14%	3.57%	3.57%	10.71%	14.29%	25.00%	35.71%	3.57%	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	#	938	362	576	65	92	166	170	112	286	11	14	0	0	2	6	6
	%	100%	38.59%	61.41%	6.93%	9.81%	17.70%	18.12%	11.94%	30.49%	1.17%	1.49%	0.00%	0.00%	0.21%	0.64%	0.64%
Officials And Managers - TOTAL	#	1278	500	778	84	116	227	256	163	368	18	22	0	0	2	7	6
	%	100%	39.12%	60.88%	6.57%	9.08%	17.76%	20.03%	12.75%	28.79%	1.41%	1.72%	0.00%	0.00%	0.16%	0.55%	0.47%
2. Professionals																	
	#	502	208	294	13	31	123	153	50	86	14	21	0	0	0	2	8
	%	100%	41.43%	58.57%	2.59%	6.18%	24.50%	30.48%	9.96%	17.13%	2.79%	4.18%	0.00%	0.00%	0.00%	0.40%	1.59%
3. Technicians																	
	#	2	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0
	%	100%	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%
5. Administrative Support Workers																	
	#	364	60	304	8	34	25	79	24	176	2	7	0	2	0	1	1
	%	100%	16.48%	83.52%	2.20%	9.34%	6.87%	21.70%	6.59%	48.35%	0.55%	1.92%	0.00%	0.55%	0.00%	0.27%	0.27%
6. Craft Workers																	
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
7. Operatives																	
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
8. Laborers and Helpers																	
	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
9. Service Workers																	
	#	120	40	80	7	16	19	16	13	46	0	0	0	0	1	1	0
	%	100%	33.33%	66.67%	5.83%	13.33%	15.83%	13.33%	10.83%	38.33%	0.00%	0.00%	0.00%	0.00%	0.83%	0.83%	0.00%

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period 201221

Table A3-2 - Occupational Categories - Distribution by Race/Ethnicity and Sex

Occupational Categories	TOTAL EMPLOYEES			RACE/ETHNICITY														
				Hispanic or Latino		Non- Hispanic or Latino												
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
1. Officials and Managers																		
Executive/Senior Level (Grades 15 and Above)	#	102	55	47	5	3	27	24	21	18	2	1	0	0	0	0	1	
	%	4.50%	6.79%	3.23%	4.46%	1.52%	6.85%	4.76%	8.33%	2.66%	5.88%	2.00%	0%	0.00%	0.00%	0.00%	6.25%	
Mid-Level (Grades 13-14)	#	210	71	139	13	20	31	58	23	54	4	6	0	0	0	1	0	
	%	9.27%	8.77%	9.55%	11.61%	10.15%	7.87%	11.51%	9.13%	7.99%	11.76%	12.00%	0%	0.00%	0.00%	9.09%	0.00%	
First-Level (Grades 12 and Below)	#	28	12	16	1	1	3	4	7	10	1	1	0	0	0	0	0	
	%	1.24%	1.48%	1.10%	0.89%	0.51%	0.76%	0.79%	2.78%	1.48%	2.94%	2.00%	0%	0.00%	0.00%	0.00%	0.00%	
Other	#	938	362	576	65	92	166	170	112	286	11	14	0	0	2	6	6	
	%	41.39%	44.69%	39.56%	58.04%	46.70%	42.13%	33.73%	44.44%	42.31%	32.35%	28.00%	0%	0.00%	66.67%	54.55%	40.00%	
Officials And Managers - TOTAL	#	1278	500	778	84	116	227	256	163	368	18	22	0	0	2	7	6	
	%	56.40%	61.73%	53.43%	3.71%	5.12%	10.02%	11.30%	7.19%	16.24%	0.79%	0.97%	0.00%	0.00%	0.09%	0.31%	0.26%	
2. Professionals	#	502	208	294	13	31	123	153	50	86	14	21	0	0	0	2	8	
	%	22.15%	25.68%	20.19%	11.61%	15.74%	31.22%	30.36%	19.84%	12.72%	41.18%	42.00%	0%	0.00%	0.00%	18.18%	53.33%	
3. Technicians	#	2	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	
	%	0.09%	0.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.79%	0.00%	0.00%	0.00%	0%	0.00%	0.00%	0.00%	0.00%	
4. Sales Workers	#	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%	0.00%	0.00%	0.00%	0.00%	
5. Administrative Support Workers	#	364	60	304	8	34	25	79	24	176	2	7	0	2	0	1	1	
	%	16.06%	7.41%	20.88%	7.14%	17.26%	6.35%	15.67%	9.52%	26.04%	5.88%	14.00%	0%	100.00%	0.00%	9.09%	6.67%	
6. Craft Workers	#	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%	0.00%	0.00%	0.00%	0.00%	
7. Operatives	#	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%	0.00%	0.00%	0.00%	0.00%	
8. Laborers and Helpers	#	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%	0.00%	0.00%	0.00%	0.00%	
9. Service Workers	#	120	40	80	7	16	19	16	13	46	0	0	0	0	1	1	0	
	%	5.30%	4.94%	5.49%	6.25%	8.12%	4.82%	3.17%	5.16%	6.80%	0.00%	0.00%	0%	0.00%	33.33%	9.09%	0.00%	
Permanent Workforce	#	2266	810	1456	112	197	394	504	252	676	34	50	0	2	3	11	15	
	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

SUPPLEMENTAL ANALYSIS TABLE
GRADE DISTRIBUTION FOR EMPLOYEES by Race/Ethnicity & Sex [PERMANENT]

Non-Supervisor GS/GM, AND RELATED GRADES		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
							male	female	male	female	male	female	male	female	male	female	male	female
GS-02	#	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	0.00%	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%
GS-03	#	10	3	7	1	2	0	0	2	5	0	0	0	0	0	0	0	0
	%	100.00%	30.00%	70.00%	10.00%	20.00%	0.00%	0.00%	20.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-04	#	10	4	6	0	1	2	1	2	4	0	0	0	0	0	0	0	0
	%	100.00%	40.00%	60.00%	0.00%	10.00%	20.00%	10.00%	20.00%	40.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-05	#	166	47	119	10	18	19	33	15	62	2	2	0	1	0	1	1	2
	%	100.00%	28.31%	71.69%	6.02%	10.84%	11.45%	19.88%	9.04%	37.35%	1.20%	1.20%	0.00%	0.60%	0.00%	0.60%	0.60%	1.20%
GS-06	#	82	14	68	2	9	6	20	5	34	0	3	0	0	1	0	0	2
	%	100.00%	17.07%	82.93%	2.44%	10.98%	7.32%	24.39%	6.10%	41.46%	0.00%	3.66%	0.00%	0.00%	1.22%	0.00%	0.00%	2.44%
GS-07	#	142	30	112	2	12	16	25	12	70	0	2	0	1	0	1	0	1
	%	100.00%	21.13%	78.87%	1.41%	8.45%	11.27%	17.61%	8.45%	49.30%	0.00%	1.41%	0.00%	0.70%	0.00%	0.70%	0.00%	0.70%
GS-08	#	31	3	28	0	4	1	4	2	20	0	0	0	0	0	0	0	0
	%	100.00%	9.68%	90.32%	0.00%	12.90%	3.23%	12.90%	6.45%	64.52%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-09	#	106	37	69	6	6	17	12	12	45	0	1	0	0	0	3	2	2
	%	100.00%	34.91%	65.09%	5.66%	5.66%	16.04%	11.32%	11.32%	42.45%	0.00%	0.94%	0.00%	0.00%	0.00%	2.83%	1.89%	1.89%
GS-11	#	206	75	131	11	15	41	39	17	73	3	3	0	0	0	0	3	1
	%	100.00%	36.41%	63.59%	5.34%	7.28%	19.90%	18.93%	8.25%	35.44%	1.46%	1.46%	0.00%	0.00%	0.00%	0.00%	1.46%	0.49%
GS-12	#	558	211	347	46	68	82	98	71	161	8	10	0	0	2	4	2	6
	%	100.00%	37.81%	62.19%	8.24%	12.19%	14.70%	17.56%	12.72%	28.85%	1.43%	1.79%	0.00%	0.00%	0.36%	0.72%	0.36%	1.08%
GS-13	#	211	91	120	6	13	47	46	28	58	7	2	0	0	0	0	3	1
	%	100.00%	43.13%	56.87%	2.84%	6.16%	22.27%	21.80%	13.27%	27.49%	3.32%	0.95%	0.00%	0.00%	0.00%	0.00%	1.42%	0.47%
GS-14	#	390	151	239	9	27	94	133	37	59	7	19	0	0	0	1	4	0
	%	100.00%	38.7%	61.28%	2.31%	6.92%	24.10%	34.10%	9.49%	15.13%	1.79%	4.87%	0.00%	0.00%	0.00%	0.26%	1.03%	0.00%
GS-13	#	31	13	18	0	1	13	10	0	7	0	0	0	0	0	0	0	0
	%	100.00%	41.94%	58.06%	0.00%	3.23%	41.94%	32.26%	0.00%	22.58%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
SES	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	100.0%	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%
Total Non-Supervisory	#	1945	680	1265	93	177	339	421	203	598	27	42	0	2	3	10	15	15
	%	100.00%	34.96%	65.04%	4.78%	9.10%	17.43%	21.65%	10.44%	30.75%	1.39%	2.16%	0.00%	0.10%	0.15%	0.51%	0.77%	0.77%

GRADE DISTRIBUTION for PERMANENT & TEMPORARY SUPERVISORY EMPLOYEES by Race/Ethnicity & Sex
EEOC Workforce FY2012

GS/GM, SES, and related grades		PERMANENT EMPLOYEES			Hispanic or Latino		White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
		All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
GS - 12 Supervisor	#	28	12	16	1	1	3	4	7	10	1	1	0	0	0	0	0	0
	%	100.00%	42.86%	57.14%	3.57%	3.57%	10.71%	14.29%	25.00%	35.71%	3.57%	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS/GM - 13 Supervisor	#	103	34	69	10	13	11	23	11	29	2	3	0	0	0	1	0	0
	%	100.00%	33.01%	66.99%	9.71%	12.62%	10.68%	22.33%	10.68%	28.16%	1.94%	2.91%	0.00%	0.00%	0.00%	0.97%	0.00%	0.00%
GS/GM - 14 Supervisor	#	107	37	70	3	7	20	35	12	25	2	3	0	0	0	0	0	0
	%	100.00%	34.58%	65.42%	2.80%	6.54%	18.69%	32.71%	11.21%	23.36%	1.87%	2.80%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS/GM - 15 Supervisor	#	73	37	36	4	2	22	21	9	11	2	1	0	0	0	0	0	1
	%	100.00%	50.68%	49.32%	5.48%	2.74%	30.14%	28.77%	12.33%	15.07%	2.74%	1.37%	0.00%	0.00%	0.00%	0.00%	0.00%	1.37%
Senior Ex. Service	#	35	19	16	2	1	5	6	12	9	0	0	0	0	0	0	0	0
	%	100.00%	54.29%	45.71%	5.71%	2.86%	14.29%	17.14%	34.29%	25.71%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Managers & Supervisors	#	346	139	207	20	24	61	89	51	84	7	8	0	0	0	1	0	1
	%	100.00%	40.17%	59.83%	5.78%	6.94%	17.63%	25.72%	14.74%	24.28%	2.02%	2.31%	0.00%	0.00%	0.00%	0.29%	0.00%	0.29%
Total Non-Supervisory	#	1945	680	1265	93	177	339	421	203	598	27	42	0	2	3	10	15	15
	%	100.00%	34.96%	65.04%	4.78%	9.10%	17.43%	21.65%	10.44%	30.75%	1.39%	2.16%	0.00%	0.10%	0.15%	0.51%	0.77%	0.77%
Total Employees	#	2291	819	1472	113	201	400	510	254	682	34	50	0	2	3	11	15	16
	%	100.00%	35.75%	64.25%	4.93%	8.77%	17.46%	22.26%	11.09%	29.77%	1.48%	2.18%	0.00%	0.09%	0.13%	0.48%	0.65%	0.70%

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION - Pay Period 201221

Table A4-1: Participation Rates for General Schedule Grades - Distribution by Race/Ethnicity and Sex - Permanent Workforce

GS/GM, SES AND RELATED GRADES		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
GS-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
GS-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
GS-03	#	3	1	2	0	0	0	0	1	2	0	0	0	0	0	0	0	
	%	100%	33.33%	66.67%	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS-04	#	9	3	6	0	1	1	1	2	4	0	0	0	0	0	0	0	
	%	100%	33.33%	66.67%	0.00%	11.11%	11.11%	11.11%	22.22%	44.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS-05	#	166	47	119	10	18	19	33	15	62	2	2	0	1	0	1	2	
	%	100%	28.31%	71.69%	6.02%	10.84%	11.45%	19.88%	9.04%	37.35%	1.20%	1.20%	0.00%	0.60%	0.00%	0.60%	1.20%	
GS-06	#	82	14	68	2	9	6	20	5	34	0	3	0	0	1	0	2	
	%	100%	17.07%	82.93%	2.44%	10.98%	7.32%	24.39%	6.10%	41.46%	0.00%	3.66%	0.00%	0.00%	1.22%	0.00%	2.44%	
GS-07	#	142	30	112	2	12	16	25	12	70	0	2	0	1	0	1	1	
	%	100%	21.13%	78.87%	1.41%	8.45%	11.27%	17.61%	8.45%	49.30%	0.00%	1.41%	0.00%	0.70%	0.00%	0.70%	0.70%	
GS-08	#	31	3	28	0	4	1	4	2	20	0	0	0	0	0	0	0	
	%	100%	9.68%	90.32%	0.00%	12.90%	3.23%	12.90%	6.45%	64.52%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS-09	#	106	37	69	6	6	17	12	12	45	0	1	0	0	0	3	2	
	%	100%	34.91%	65.09%	5.66%	5.66%	16.04%	11.32%	11.32%	42.45%	0.00%	0.94%	0.00%	0.00%	0.00%	2.83%	1.89%	
GS-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
GS-11	#	206	75	131	11	15	41	39	17	73	3	3	0	0	0	3	1	
	%	100%	36.41%	63.59%	5.34%	7.28%	19.90%	18.93%	8.25%	35.44%	1.46%	1.46%	0.00%	0.00%	0.00%	0.00%	1.46%	
GS-12	#	586	223	363	47	69	85	102	78	171	9	11	0	0	2	4	6	
	%	100%	38.05%	61.95%	8.02%	11.77%	14.51%	17.41%	13.31%	29.18%	1.54%	1.88%	0.00%	0.00%	0.34%	0.68%	1.02%	
GS-13	#	314	125	189	16	26	58	69	39	87	9	5	0	0	0	1	3	
	%	100%	39.81%	60.19%	5.10%	8.28%	18.47%	21.97%	12.42%	27.71%	2.87%	1.59%	0.00%	0.00%	0.00%	0.32%	0.96%	
GS-14	#	494	186	308	12	34	113	167	48	84	9	22	0	0	0	1	4	
	%	100%	37.65%	62.35%	2.43%	6.88%	22.87%	33.81%	9.72%	17.00%	1.82%	4.45%	0.00%	0.00%	0.00%	0.20%	0.81%	
GS-15	#	98	48	50	5	2	32	29	9	17	2	1	0	0	0	0	1	
	%	100%	48.98%	51.02%	5.10%	2.04%	32.65%	29.59%	9.18%	17.35%	2.04%	1.02%	0.00%	0.00%	0.00%	0.00%	1.02%	
All other (unspecified)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Senior Executive Service	#	29	18	11	1	1	5	3	12	7	0	0	0	0	0	0	0	
	%	100%	62.07%	37.93%	3.45%	3.45%	17.24%	10.34%	41.38%	24.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

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Table A4-1: Participation Rates for General Schedule Grades - Distribution by Race/Ethnicity and Sex - Temporary Workforce

GS/GM, SES AND RELATED GRADES		TOTAL EMPLOYEES			RACE/ETHNICITY															
					Hispanic or Latino		Non- Hispanic or Latino								Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
							White		Black or African American		Asian									
#	%	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female			
GS-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
GS-02	#	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0			
	%	100%	0.00%	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%			
GS-03	#	7	2	5	1	2	0	0	1	3	0	0	0	0	0	0	0			
	%	100%	28.57%	71.43%	14.29%	28.57%	0.00%	0.00%	14.29%	42.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			
GS-04	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0			
	%	100%	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-05	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
GS-06	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
GS-07	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
GS-08	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
GS-09	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
GS-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
GS-11	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
GS-12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
GS-13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
GS-14	#	3	2	1	0	0	1	1	1	0	0	0	0	0	0	0	0			
	%	100%	66.67%	33.33%	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%			
GS-15	#	6	3	3	0	0	3	2	0	1	0	0	0	0	0	0	0			
	%	100%	50.00%	50.00%	0.00%	0.00%	50.00%	33.33%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			
All other (unspecified)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%			
Senior Executive Service	#	7	2	5	1	0	1	3	0	2	0	0	0	0	0	0	0			
	%	100%	28.57%	71.43%	14.29%	0.00%	14.29%	42.86%	0.00%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%			

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Table A4-2: Participation Rates for General Schedule Grades - Distribution by Race/Ethnicity and Sex - Permanent Workforce

GS/GM, SES AND RELATED GRADES		TOTAL EMPLOYEES			RACE/ETHNICITY															
					Hispanic or Latino		Non- Hispanic or Latino													
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
							male	female	male	female	male	female	male	female	male	female	male	female	male	female
GS-01	#	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-02	#	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-03	#	3	1	2	0	0	0	0	1	2	0	0	0	0	0	0	0	0		
	%	0.13%	0.12%	0.14%	0.00%	0.00%	0.00%	0.00%	0.40%	0.30%	0.00%	0.00%	0%	0.00%	0.00%	0.00%	0.00%	0.00%		
GS-04	#	9	3	6	0	1	1	1	2	4	0	0	0	0	0	0	0	0		
	%	0.40%	0.37%	0.41%	0.00%	0.51%	0.25%	0.20%	0.79%	0.59%	0.00%	0.00%	0%	0.00%	0.00%	0.00%	0.00%	0.00%		
GS-05	#	166	47	119	10	18	19	33	15	62	2	2	0	1	0	1	1	2		
	%	7.33%	5.80%	8.17%	8.93%	9.14%	4.82%	6.55%	5.95%	9.17%	5.88%	4.00%	0%	50.00%	0.00%	9.09%	6.67%	12.50%		
GS-06	#	82	14	68	2	9	6	20	5	34	0	3	0	0	1	0	0	2		
	%	3.62%	1.73%	4.67%	1.79%	4.57%	1.52%	3.97%	1.98%	5.03%	0.00%	6.00%	0%	0.00%	33.33%	0.00%	0.00%	12.50%		
GS-07	#	142	30	112	2	12	16	25	12	70	0	2	0	1	0	1	0	1		
	%	6.27%	3.70%	7.69%	1.79%	6.09%	4.06%	4.96%	4.76%	10.36%	0.00%	4.00%	0%	50.00%	0.00%	9.09%	0.00%	6.25%		
GS-08	#	31	3	28	0	4	1	4	2	20	0	0	0	0	0	0	0	0		
	%	1.37%	0.37%	1.92%	0.00%	2.03%	0.25%	0.79%	0.79%	2.96%	0.00%	0.00%	0%	0.00%	0.00%	0.00%	0.00%	0.00%		
GS-09	#	106	37	69	6	6	17	12	12	45	0	1	0	0	0	3	2	2		
	%	4.68%	4.57%	4.74%	5.36%	3.05%	4.31%	2.38%	4.76%	6.66%	0.00%	2.00%	0%	0.00%	0.00%	27.27%	13.33%	12.50%		
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%	0.00%	0.00%	0.00%	0.00%	0.00%		
GS-11	#	206	75	131	11	15	41	39	17	73	3	3	0	0	0	0	3	1		
	%	9.09%	9.26%	9.00%	9.82%	7.61%	10.41%	7.74%	6.75%	10.80%	8.82%	6.00%	0%	0.00%	0.00%	0.00%	20.00%	6.25%		
GS-12	#	586	223	363	47	69	85	102	78	171	9	11	0	0	2	4	2	6		
	%	25.86%	27.53%	24.93%	41.96%	35.03%	21.57%	20.24%	30.95%	25.30%	26.47%	22.00%	0%	0.00%	66.67%	36.36%	13.33%	37.50%		
GS-13	#	314	125	189	16	26	58	69	39	87	9	5	0	0	0	1	3	1		
	%	13.86%	15.43%	12.98%	14.29%	13.20%	14.72%	13.69%	15.48%	12.87%	26.47%	10.00%	0%	0.00%	0.00%	9.09%	20.00%	6.25%		
GS-14	#	494	186	308	12	34	113	167	48	84	9	22	0	0	0	1	4	0		
	%	21.80%	22.96%	21.15%	10.71%	17.26%	28.68%	33.13%	19.05%	12.43%	26.47%	44.00%	0%	0.00%	0.00%	9.09%	26.67%	0.00%		
GS-15	#	98	48	50	5	2	32	29	9	17	2	1	0	0	0	0	0	1		
	%	4.32%	5.93%	3.43%	4.46%	1.02%	8.12%	5.75%	3.57%	2.51%	5.88%	2.00%	0%	0.00%	0.00%	0.00%	0.00%	6.25%		
All other (unspecified)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
Senior Executive Service	#	29	18	11	1	1	5	3	12	7	0	0	0	0	0	0	0	0		
	%	1.28%	2.22%	0.76%	0.89%	0.51%	1.27%	0.60%	4.76%	1.04%	0.00%	0.00%	0%	0.00%	0.00%	0.00%	0.00%	0.00%		
TOTAL	#	2266	810	1456	112	197	394	504	252	676	34	50	0	2	3	11	15	16		
	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		

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Table A4-2: Participation Rates for General Schedule Grades - Distribution by Race/Ethnicity and Sex - Temporary Workforce

GS/GM, SES AND RELATED GRADES		TOTAL EMPLOYEES			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
	All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
GS-01	#	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%	0%	0%	0%	0%	0%	0%	0%
GS-02	#	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	4.00%	0.00%	6.67%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0%	0%	0%	0%	0%	0%	0%	0%
GS-03	#	7	2	5	1	2	0	0	1	3	0	0	0	0	0	0	0	0
	%	28.00%	20.00%	33.33%	50.00%	66.67%	0.00%	0.00%	50.00%	50.00%	0%	0%	0%	0%	0%	0%	0%	0%
GS-04	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	%	4.00%	10.00%	0.00%	0.00%	0.00%	16.67%	0.00%	0.00%	0.00%	0%	0%	0%	0%	0%	0%	0%	0%
GS-05	#	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%	0%	0%	0%	0%	0%	0%	0%
GS-06	#	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%	0%	0%	0%	0%	0%	0%	0%
GS-07	#	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%	0%	0%	0%	0%	0%	0%	0%
GS-08	#	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%	0%	0%	0%	0%	0%	0%	0%
GS-09	#	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%	0%	0%	0%	0%	0%	0%	0%
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%	0%	0%	0%	0%	0%	0%	0%
GS-11	#	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%	0%	0%	0%	0%	0%	0%	0%
GS-12	#	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%	0%	0%	0%	0%	0%	0%	0%
GS-13	#	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%	0%	0%	0%	0%	0%	0%	0%
GS-14	#	3	2	1	0	0	1	1	1	0	0	0	0	0	0	0	0	0
	%	12.00%	20.00%	6.67%	0.00%	0.00%	16.67%	16.67%	50.00%	0.00%	0%	0%	0%	0%	0%	0%	0%	0%
GS-15	#	6	3	3	0	0	3	2	0	1	0	0	0	0	0	0	0	0
	%	24.00%	30.00%	20.00%	0.00%	0.00%	50.00%	33.33%	0.00%	16.67%	0%	0%	0%	0%	0%	0%	0%	0%
All other (unspecified)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Senior Executive Service	#	7	2	5	1	0	1	3	0	2	0	0	0	0	0	0	0	0
	%	28.00%	20.00%	33.33%	50.00%	0.00%	16.67%	50.00%	0.00%	33.33%	0%	0%	0%	0%	0%	0%	0%	0%
TOTAL	#	25	10	15	2	3	6	6	2	6	0	0	0	0	0	0	0	0
	%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

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Table A6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex - Permanent Workforce

Job Title/Series Agency Rate Occupational CLF	TOTAL EMPLOYEES		RACE/ETHNICITY															
			Hispanic or Latino		Non- Hispanic or Latino													
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
GENERAL ATTORNEY (0905)	#	480	190	290	11	29	125	169	36	70	10	20	0	0	0	1	8	1
	%	100%	39.58%	60.42%	2.29%	6.04%	26.04%	35.21%	7.50%	14.58%	2.08%	4.17%	0.00%	0.00%	0.00%	0.21%	1.67%	0.21%
Occupational CLF	#	100%	71.31%	28.40%	2.05%	1.24%	65.22%	23.93%	2.00%	1.88%	1.24%	1.04%	0.02%	0.01%	0.11%	0.09%	0.68%	0.48%
GENERAL INVESTIGATING (1810)	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
	%	100%	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%
Occupational CLF	#	100%	78.86%	20.85%	7.07%	2.01%	62.33%	14.68%	6.98%	3.55%	1.05%	0.32%	0.07%	0.00%	0.46%	0.14%	1.01%	0.32%
EQUAL OPPORTUNITY INVESTIGATION (1860)	#	869	352	517	73	96	155	168	105	230	12	12	0	0	2	5	5	6
	%	100%	40.51%	59.49%	8.40%	11.05%	17.84%	19.33%	12.08%	26.47%	1.38%	1.38%	0.00%	0.00%	0.23%	0.58%	0.58%	0.69%
Occupational CLF	#	100%	52.87%	46.74%	4.17%	3.52%	41.33%	34.08%	4.47%	6.95%	1.66%	1.41%	0.06%	0.05%	0.39%	0.44%	0.82%	0.65%
Mediator 0301	#	86	36	50	5	8	18	18	12	24	1	0	0	0	0	0	0	0
	%	100.00%	41.86%	58.14%	5.81%	9.30%	20.93%	20.93%	13.95%	27.91%	1.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Occupational CLF	#	100%	62.70%	37.30%	2.50%	2.10%	54.30%	28.80%	3.90%	4.90%	1.00%	0.60%	0.10%	0.10%	0.40%	0.40%	0.20%	0.20%

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Table A6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Race/Ethnicity and Sex - Temporary Workforce

Job Title/Series Agency Rate Occupational CLF	TOTAL EMPLOYEES			RACE/ETHNICITY													
				Hispanic or Latino		Non- Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
GENERAL ATTORNEY (0905)	#	7	4	3	1	0	3	3	0	0	0	0	0	0	0	0	0
	%	100%	57.14%	42.86%	14.29%	0.00%	42.86%	42.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Occupational CLF	#	100%	71.31%	28.40%	2.05%	1.24%	65.22%	23.93%	2.00%	1.88%	1.24%	1.04%	0.02%	0.01%	0.11%	0.09%	0.68%
GENERAL INVESTIGATING (1810)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Occupational CLF	#	100%	78.86%	20.85%	7.07%	2.01%	62.33%	14.68%	6.98%	3.55%	1.05%	0.32%	0.07%	0.00%	0.46%	0.14%	1.01%
ADR MEDIATORS (0308)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

SUPPLEMENTAL ANALYSIS TABLE for MAJOR OCCUPATION
GRADE DISTRIBUTION of PERMANENT INVESTIGATORS - OPM series 1810

Grade	TOTAL INVESTIGATORS [Permanent Competitive Service Appointments]			RACE/ETHNICITY														
				Hispanic or Latino		Non- Hispanic or Latino												
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		
						male	female	male	female	male	female	male	female	male	female	male	female	male
#	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
GS-05	#	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%	
GS-07	#	7	3	4	0	0	2	1	1	3	0	0	0	0	0	0	0	
	%	100.00%	42.86%	57.14%	0.00%	0.00%	28.57%	14.29%	14.29%	42.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS-09	#	47	30	17	5	2	16	8	7	7	0	0	0	0	0	2	0	
	%	100.00%	63.83%	36.17%	10.64%	4.26%	34.04%	17.02%	14.89%	14.89%	0.00%	0.00%	0.00%	0.00%	0.00%	4.26%	0.00%	
GS-11	#	138	65	73	10	8	36	26	15	37	3	2	0	0	0	1	0	
	%	100.00%	47.10%	52.90%	7.25%	5.80%	26.09%	18.84%	10.87%	26.81%	2.17%	1.45%	0.00%	0.00%	0.00%	0.72%	0.00%	
GS-12	#	491	186	305	43	66	74	87	59	137	6	5	0	0	2	4	2	6
	%	100.00%	37.88%	62.12%	8.76%	13.44%	15.07%	17.72%	12.02%	27.90%	1.22%	1.02%	0.00%	0.00%	0.41%	0.81%	0.41%	1.22%
GS-13	#	11	4	7	0	1	4	5	0	1	0	0	0	0	0	0	0	0
	%	100.00%	36.36%	63.64%	0.00%	9.09%	36.36%	45.45%	0.00%	9.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total NonSupervisor	#	694	288	406	58	77	132	127	82	185	9	7	0	0	2	4	5	6
	%	100.00%	41.50%	58.50%	8.36%	11.10%	19.02%	18.30%	11.82%	26.66%	1.30%	1.01%	0.00%	0.00%	0.29%	0.58%	0.72%	0.86%
Supervisor 12	#	26	11	15	1	1	3	4	6	9	1	1	0	0	0	0	0	0
	%	100.00%	42.31%	57.69%	3.85%	3.85%	11.54%	15.38%	23.08%	34.62%	3.85%	3.85%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisor 13	#	90	27	63	9	13	8	21	8	25	2	3	0	0	0	1	0	0
	%	100.00%	30.00%	70.00%	10.00%	14.44%	8.89%	23.33%	8.89%	27.78%	2.22%	3.33%	0.00%	0.00%	0.00%	1.11%	0.00%	0.00%
Supervisor 14	#	38	14	24	2	3	5	10	7	10	0	1	0	0	0	0	0	0
	%	100.00%	36.84%	63.16%	5.26%	7.89%	13.16%	26.32%	18.42%	26.32%	0.00%	2.63%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisor 15	#	22	12	10	3	2	7	6	2	2	0	0	0	0	0	0	0	0
	%	100.00%	54.55%	45.45%	13.64%	9.09%	31.82%	27.27%	9.09%	9.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Supervisors	#	176	64	112	15	19	23	41	23	46	3	5	0	0	0	1	0	0
	%	100.00%	36.36%	63.64%	8.52%	10.80%	13.07%	23.30%	13.07%	26.14%	1.70%	2.84%	0.00%	0.00%	0.00%	0.57%	0.00%	0.00%
PERMANENT Investigators	#	870	352	518	73	96	155	168	105	231	12	12	0	0	2	5	5	6
	%	100.00%	40.46%	59.54%	8.39%	11.03%	17.82%	19.31%	12.07%	26.55%	1.38%	1.38%	0.00%	0.00%	0.23%	0.57%	0.57%	0.69%
RCLF Compliance SOC-056			52.90%	47.10%	4.20%	3.50%	41.30%	34.10%	4.50%	6.90%	1.70%	1.40%	0.10%	0.10%	0.40%	0.40%	0.80%	0.60%
Criminal Investigate SOC-382			79.00%	21.00%	7.10%	2.00%	62.30%	14.70%	7.00%	3.60%	1.00%	0.30%	0.10%	0.10%	0.50%	0.10%	1.00%	0.40%

*There are no Temporary Investigators

SUPPLEMENTAL ANALYSIS TABLE for MAJOR OCCUPATION
GRADE DISTRIBUTION of PERMANENT ATTORNEYS - OPM series 0905

Grade	TOTAL ATTORNEYS [Permanent Excepted Appointments]		RACE/ETHNICITY															
			Hispanic or Latino		Non- Hispanic or Latino													
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
					male	female	male	female	male	female	male	female	male	female	male	female	male	female
#	All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
GS-11	#	4	3	1	0	1	1	0	0	0	0	0	0	0	0	0	2	0
	%	100.00%	75.00%	25.00%	0.00%	25.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%
GS-12	#	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%
GS-13	#	38	19	19	0	3	9	10	5	4	3	2	0	0	0	0	2	0
	%	100.00%	50.00%	50.00%	0.00%	7.89%	23.68%	26.32%	13.16%	10.53%	7.89%	5.26%	0.00%	0.00%	0.00%	0.00%	5.26%	0.00%
GS-14	#	320	122	198	8	23	82	116	23	43	5	15	0	0	0	1	4	0
	%	100.00%	38.13%	61.88%	2.50%	7.19%	25.63%	36.25%	7.19%	13.44%	1.56%	4.69%	0.00%	0.00%	0.00%	0.31%	1.25%	0.00%
GS-15	#	21	8	13	1	0	7	7	0	6	0	0	0	0	0	0	0	0
	%	100.00%	38.10%	61.90%	4.76%	0.00%	33.33%	33.33%	0.00%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
SES	#	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%	0.00%
Total NonSupervisor	#	386	155	231	9	27	101	133	29	53	8	17	0	0	0	1	8	0
	%	100.00%	40.16%	59.84%	2.33%	6.99%	26.17%	34.46%	7.51%	13.73%	2.07%	4.40%	0.00%	0.00%	0.00%	0.26%	2.07%	0.00%
Supervisor 14	#	54	18	36	1	2	13	21	3	11	1	2	0	0	0	0	0	0
	%	100.00%	33.33%	66.67%	1.85%	3.70%	24.07%	38.89%	5.56%	20.37%	1.85%	3.70%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisor 15	#	37	16	21	1	0	10	14	4	5	1	1	0	0	0	0	0	1
	%	100.00%	43.24%	56.76%	2.70%	0.00%	27.03%	37.84%	10.81%	13.51%	2.70%	2.70%	0.00%	0.00%	0.00%	0.00%	0.00%	2.70%
SES	#	3	1	2	0	0	1	1	0	1	0	0	0	0	0	0	0	0
	%	100.00%	33.33%	66.67%	0.00%	0.00%	33.33%	33.33%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Supervisors	#	94	35	59	2	2	24	36	7	17	2	3	0	0	0	0	0	1
	%	100.00%	37.23%	62.77%	2.13%	2.13%	25.53%	38.30%	7.45%	18.09%	2.13%	3.19%	0.00%	0.00%	0.00%	0.00%	0.00%	1.06%
TOTAL ATTORNEYS	#	480	190	290	11	29	125	169	36	70	10	20	0	0	0	1	8	1
	%	100.00%	39.58%	60.42%	2.29%	6.04%	26.04%	35.21%	7.50%	14.58%	2.08%	4.17%	0.00%	0.00%	0.00%	0.21%	1.67%	0.21%
RCLF Lawyers, SOC-210			71.30%	28.70%	2.00%	1.20%	65.20%	23.90%	2.00%	1.90%	1.20%	1.00%	0.00%	0.00%	0.10%	0.10%	0.60%	0.40%

SUPPLEMENTAL ANALYSIS TABLE for MAJOR OCCUPATION
GRADE DISTRIBUTION of TEMPORARY ATTORNEYS - OPM series 0905

Grade	TOTAL ATTORNEYS [Permanent Excepted Appointments]		RACE/ETHNICITY															
			Hispanic or Latino		Non- Hispanic or Latino													
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
					male	female	male	female	male	female	male	female	male	female	male	female	male	female
#	All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
GS-11	#	0	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%	0.00%
GS-12	#	0	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%	0.00%
GS-13	#	0	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%	0.00%
GS-14	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
	%	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%
GS-15	#	4	2	2	0	0	2	2	0	0	0	0	0	0	0	0	0	0
	%	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	#	0	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%	0.00%
Total NonSupervisor	#	6	3	3	0	0	3	3	0	0	0	0	0	0	0	0	0	0
	%	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%
Supervisor 14	#	0	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%	0.00%
Supervisor 15	#	0	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%	0.00%
SES	#	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	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%
Total Supervisors	#	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	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%
TOTAL ATTORNEYS	#	7	4	3	1	0	3	3	0	0	0	0	0	0	0	0	0	0
	%	100.00%	57.14%	42.86%	14.29%	0.00%	42.86%	42.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
RCLF Lawyers, SOC-210			71.30%	28.70%	2.00%	1.20%	65.20%	23.90%	2.00%	1.90%	1.20%	1.00%	0.00%	0.00%	0.10%	0.10%	0.60%	0.40%

**SUPPLEMENTAL ANALYSIS TABLE for MAJOR OCCUPATION
GRADE DISTRIBUTION of Mediators**

Grade	TOTAL MEDIATORS [Permanent Excepted Appointments]		RACE/ETHNICITY															
			Hispanic or Latino		Non- Hispanic or Latino													
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
					male	female	male	female	male	female	male	female	male	female	male	female	male	female
#	All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
GS-11	#	0	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%	0.00%
GS-12	#	7	4	3	1	0	1	1	2	2	0	0	0	0	0	0	0	0
	%	100.00%	57.14%	42.86%	14.29%	0.00%	14.29%	14.29%	28.57%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-13	#	78	32	46	4	8	17	17	10	21	1	0	0	0	0	0	0	0
	%	100.00%	41.03%	58.97%	5.13%	10.26%	21.79%	21.79%	12.82%	26.92%	1.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-14	#	0	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%	0.00%
GS-15	#	0	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%	0.00%
SES	#	0	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%	0.00%
Total NonSupervisor	#	85	36	49	5	8	18	18	12	23	1	0	0	0	0	0	0	0
	%	100.00%	42.35%	57.65%	5.88%	9.41%	21.18%	21.18%	14.12%	27.06%	1.18%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisor 14	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
	%	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%
Supervisor 15	#	0	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%	0.00%
SES	#	0	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%	0.00%
Total Supervisors	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
	%	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%
TOTAL MEDIATORS	#	86	36	50	5	8	18	18	12	24	1	0	0	0	0	0	0	0
	%	100.00%	41.86%	58.14%	5.81%	9.30%	20.93%	20.93%	13.95%	27.91%	1.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Occupational CLF	#	100%	62.70%	37.30%	2.50%	2.10%	54.30%	28.80%	3.90%	4.90%	1.00%	0.60%	0.10%	0.10%	0.40%	0.40%	0.20%	0.20%

*There are no temporary mediators.

Table A7 - APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS FY2012

		Applicants			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
							male	female	male	female	male	female	male	female	male	female	male	female
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
Job Title/Series: Attorney Examiner GS - 0905-14 (0 selections)																		
Total Received	#	15	9	6	0	0	3	2	4	2	0	1	0	0	0	0	2	1
Voluntarily Identified	#	15	9	6	0	0	3	2	4	2	0	1	0	0	0	0	2	1
	%	100.00%	60.00%	40.00%	0.00%	0.00%	20.00%	13.33%	26.67%	13.33%	0.00%	6.67%	0.00%	0.00%	0.00%	0.00%	13.33%	6.67%
Qualified of those who voluntarily identified	#	0	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%	0.00%
Selected of those who voluntarily identified	#	0	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%	0.00%
RCLF Lawyers, SOC-210			71.30%	28.70%	2.00%	1.20%	65.20%	23.90%	2.00%	1.90%	1.20%	1.00%	0.00%	0.00%	0.10%	0.10%	0.60%	0.40%
Job Title/Series: Supervisory Attorney Advisor GS- 0905-15 (0 selections)																		
Total Received	#	28	15	13	0	0	10	3	3	4	0	3	0	0	0	0	2	3
Voluntarily Identified	#	28	15	13	0	0	10	3	3	4	0	3	0	0	0	0	2	3
	%	100.00%	53.57%	46.43%	0.00%	0.00%	35.71%	10.71%	10.71%	14.29%	0.00%	10.71%	0.00%	0.00%	0.00%	0.00%	7.14%	10.71%
Qualified of those who voluntarily identified	#	3	1	2	0	0	1	1	0	1	0	0	0	0	0	0	0	0
	%	100.00%	33.33%	66.67%	0.00%	0.00%	33.33%	33.33%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected of those who voluntarily identified	#	0	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%	0.00%
RCLF Lawyers, SOC-210			71.30%	28.70%	2.00%	1.20%	65.20%	23.90%	2.00%	1.90%	1.20%	1.00%	0.00%	0.00%	0.10%	0.10%	0.60%	0.40%
Job Title/Series: Trial Attorney - GS - 09050 - 11 (2 selections)																		
Total Received	#	62	35	27	0	5	29	6	2	7	0	1	0	0	0	0	4	5
Voluntarily Identified	#	59	35	24	0	5	29	6	2	7	0	1	0	0	0	0	4	5
	%	100.00%	59.32%	40.68%	0.00%	8.47%	49.15%	10.17%	3.39%	11.86%	0.00%	1.69%	0.00%	0.00%	0.00%	0.00%	6.78%	8.47%
Qualified of those who voluntarily identified	#	5	2	3	0	0	1	1	1	1	0	1	0	0	0	0	0	0
	%	100.00%	40.00%	60.00%	0.00%	0.00%	20.00%	20.00%	20.00%	20.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected of those who voluntarily identified	#	2	1	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0
	%	100.00%	50.00%	50.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
RCLF Lawyers, SOC-210			71.30%	28.70%	2.00%	1.20%	65.20%	23.90%	2.00%	1.90%	1.20%	1.00%	0.00%	0.00%	0.10%	0.10%	0.60%	0.40%

Table A7 - APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS FY2012

		Applicants			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
							male	female	male	female	male	female	male	female	male	female	male	female
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
Job Title/Series: Lead Equal Opportunity Investigator - GS - 1860-13 (1 selection)																		
Total Received	#	20	13	7	0	1	3	0	6	2	0	0	0	0	0	0	4	4
Voluntarily Identified	#	20	13	7	0	1	3	0	6	2	0	0	0	0	0	0	4	4
	%	100.00%	65.00%	35.00%	0.00%	5.00%	15.00%	0.00%	30.00%	10.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%	20.00%
Qualified of those who voluntarily identified	#	2	1	1	0	1	1	0	0	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%	0.00%	0.00%
Selected of those who voluntarily identified	#	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%	0.00%
RCLF Compliance SOC-056			52.90%	47.10%	4.20%	3.50%	41.30%	34.10%	4.50%	6.90%	1.70%	1.40%	0.10%	0.10%	0.40%	0.40%	0.80%	0.60%
Criminal Investigate SOC-382			79.00%	21.00%	7.10%	2.00%	62.30%	14.70%	7.00%	3.60%	1.00%	0.30%	0.10%	0.10%	0.50%	0.10%	1.00%	0.40%
Job Title/Series: Supervisory EO Investigator (Enforcement Supervisor) (3 selections)																		
Total Received	#	198	131	67	2	4	31	8	68	34	0	1	0	0	0	0	30	20
Voluntarily Identified	#	198	131	67	2	4	31	8	68	34	0	1	0	0	0	0	30	20
	%	100.00%	66.16%	33.84%	1.01%	2.02%	15.66%	4.04%	34.34%	17.17%	0.00%	0.51%	0.00%	0.00%	0.00%	0.00%	15.15%	10.10%
Qualified of those who voluntarily identified	#	34	14	20	1	4	6	0	4	11	0	0	0	0	0	0	3	5
	%	100.00%	41.18%	58.82%	2.94%	11.76%	17.65%	0.00%	11.76%	32.35%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	8.82%	14.71%
Selected of those who voluntarily identified	#	3	2	1	0	0	1	0	0	0	0	0	0	0	0	0	1	1
	%	100.00%	66.67%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%
RCLF Compliance SOC-056			52.90%	47.10%	4.20%	3.50%	41.30%	34.10%	4.50%	6.90%	1.70%	1.40%	0.10%	0.10%	0.40%	0.40%	0.80%	0.60%
Criminal Investigate SOC-382			79.00%	21.00%	7.10%	2.00%	62.30%	14.70%	7.00%	3.60%	1.00%	0.30%	0.10%	0.10%	0.50%	0.10%	1.00%	0.40%
Job Title/Series: Supervisory Equal Opportunity Investigator (Local Director) GS-1860-13 (1 selection)																		
Total Received	#	12	9	3	0	0	1	1	4	1	0	0	0	0	0	0	4	1
Voluntarily Identified	#	12	9	3	0	0	1	1	4	1	0	0	0	0	0	0	4	1
	%	100.00%	75.00%	25.00%	0.00%	0.00%	8.33%	8.33%	33.33%	8.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	8.33%
Qualified of those who voluntarily identified	#	3	1	2	0	0	0	1	1	1	0	0	0	0	0	0	0	0
	%	100.00%	33.33%	66.67%	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%
Selected of those who voluntarily identified	#	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%
RCLF Compliance SOC-056			52.90%	47.10%	4.20%	3.50%	41.30%	34.10%	4.50%	6.90%	1.70%	1.40%	0.10%	0.10%	0.40%	0.40%	0.80%	0.60%
Criminal Investigate SOC-382			79.00%	21.00%	7.10%	2.00%	62.30%	14.70%	7.00%	3.60%	1.00%	0.30%	0.10%	0.10%	0.50%	0.10%	1.00%	0.40%

Table A7 - APPLICANTS AND HIRES FOR MAJOR OCCUPATIONS FY2012

		Applicants			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
							male	female	male	female	male	female	male	female	male	female	male	female
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
Job Title/Series: Supervisory Equal Opportunity Investigator GS-1860-15 (1 selection)																		
Total Received	#	70	51	19	0	3	14	3	17	8	0	1	1	0	0	0	19	2
Voluntarily Identified	#	68	51	17	0	3	14	3	17	8	0	1	1	0	0	0	19	2
	%	100.00%	75.00%	25.00%	0.00%	4.41%	20.59%	4.41%	25.00%	11.76%	0.00%	1.47%	1.47%	0.00%	0.00%	0.00%	27.94%	2.94%
Qualified of those who voluntarily identified	#	4	1	3	0	1	1	1	0	1	0	0	0	0	0	0	0	0
	%	100.00%	25.00%	75.00%	0.00%	25.00%	25.00%	25.00%	0.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected of those who voluntarily identified	#	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%
RCLF Compliance SOC-056			52.90%	47.10%	4.20%	3.50%	41.30%	34.10%	4.50%	6.90%	1.70%	1.40%	0.10%	0.10%	0.40%	0.40%	0.80%	0.60%
Criminal Investigate SOC-382			79.00%	21.00%	7.10%	2.00%	62.30%	14.70%	7.00%	3.60%	1.00%	0.30%	0.10%	0.10%	0.50%	0.10%	1.00%	0.40%

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table A8: NEW HIRES BY TYPE OF APPOINTMENT - Distribution by Race/Ethnicity and Sex

Employment Tenure	TOTAL EMPLOYEES			RACE/ETHNICITY														
				Hispanic or Latino		Non- Hispanic or Latino												
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
Permanent	#	5	2	3	0	0	1	1	0	2	1	0	0	0	0	0	0	
	%	100%	40.00%	60.00%	0.00%	0.00%	20.00%	20.00%	0.00%	40.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Temporary	#	3	3	0	0	0	2	0	1	0	0	0	0	0	0	0	0	
	%	100%	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%	
TOTAL	#	8	5	3	0	0	3	1	1	2	1	0	0	0	0	0	0	
	%	37.50%	37.50%	0.00%	0.00%	0.00%	37.50%	12.50%	12.50%	25.00%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
CLF	%	100%	53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.90%	0.80%

CLF is based on all workers on all Census Population

A8 DETAILED SUMMARY OF NEW HIRES BY TYPE OF APPOINTMENT

Type of Appointment	Total New Appointments			RACE/ETHNICITY														
				Hispanic or Latino		Non- Hispanic or Latino												
	All	male	female			male	female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races
				male	female			male	female	male	female	male	female	male	female	male	female	male
Permanent	#	5	2	3	0	0	1	1	0	2	1	0	0	0	0	0	0	
	%	100.00%	40.00%	60.00%	0.00%	0.00%	20.00%	20.00%	0.00%	40.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
100 Career Appointment	#	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%	
101 Career Conditional Appointment	#	3	2	1	0	0	1	0	0	1	1	0	0	0	0	0	0	
	%	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%	
130 Transfer from another federal agency	#	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%	
140 (Career) & 141 (Career Cond) Reinstatements	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	
	%	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%	
142 & 146 SES career & noncareer	#	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%	
170 Excepted Appointment	#	1	0	1	0	0	0	1	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%	
Temporary	#	3	3	0	0	0	2	0	1	0	0	0	0	0	0	0	0	
	%	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%	
115 Appointment NTE Date	#	2	2	0	0	0	1	0	1	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%	
171 Excepted Appointment NTE Date	#	1	1	0	0	0	1	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%	
TOTAL NEW HIRES	#	8	5	3	0	0	3	1	1	2	1	0	0	0	0	0	0	
	%	100.00%	62.50%	37.50%	0.00%	0.00%	37.50%	12.50%	12.50%	25.00%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
FY 2012 Workforce Rate			35.79%	64.21%	4.98	8.73	17.46	22.26	11.09	29.77	1.48	2.18	0	0.09	0.13	0.48	0.65	0.7
FY 2011 Workforce Rate			36.08%	63.92%	5.03	8.45	17.7	22.53	11.02	29.53	1.53	2.13	0.04	0.08	0.12	0.48	0.64	0.72
National CLF Census 2000			53.20%	46.80%	6.20%	4.50%	39.00%	33.70%	4.80%	5.70%	1.90%	1.70%	0.10%	0.10%	0.30%	0.30%	0.80%	0.80%

DETAILED SUMMARY OF NEW HIRES BY OCCUPATIONAL CATEGORY

Occupational Category of Position	Total New Appointments		RACE/ETHNICITY														
			Hispanic or Latino		Non- Hispanic or Latino												
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		
					male	female	male	female	male	female	male	female	male	female	male	female	male
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
Permanent Appointments	#	5	2	3	0	0	1	1	0	2	1	0	0	0	0	0	0
	%	100.00%	40.00%	60.00%	0.00%	0.00%	20.00%	20.00%	0.00%	40.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1810 Investigators	#	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%
1802 ISAs and IIRs	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0
	%	100.00%	0.00%	100.00%	0.00%	5.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	#REF!
0905 Attorneys	#	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%
Officials & Mgrs [0301; 0342; 0343; 0501; 0505; & 2210]	#	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%
Professionals (0110; 0210; 1410; 2210)	#	2	2	0	0	0	1	0	0	0	1	0	0	0	0	0	0
	%	100.00%	100.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Human Resources Assistant 0203	#	2	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0
	%	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%
Temporary Appointments	#	3	3	0	0	0	2	0	1	0	0	0	0	0	0	0	0
	%	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%
Professionals [0110; 0201; 1410; 2210 series]	#	2	2	0	0	0	1	0	1	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%
0905 Attorneys	#	1	1	0	0	0	1	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%
TOTAL NEW HIRES	#	8	5	3	0	0	3	1	1	2	1	0	0	0	0	0	0
	%	100.00%	62.50%	37.50%	0.00%	0.00%	37.50%	12.50%	12.50%	25.00%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

A8-3 DETAILED SUMMARY OF NEW HIRES BY GRADE LEVEL

GS/GM, SES, AND RELATED GRADES		NEW HIRES (Permanent & Temporary Appointments)			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
All	male	female	male	female	0	0	0	0	0	0	0	0	0	0	0	0	0	
GS-01	#	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%	
GS-02	#	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%	
GS-03	#	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%	
GS-04	#	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%	
GS-05	#	2	0	2	0	0	1	0	1	0	0	0	0	0	0	0	0	
	%	100.00%	0.00%	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%	
GS-06	#	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	
	%	100.00%	0.00%	100.00%	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%	
GS-07	#	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%	
GS-08	#	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%	
GS-09	#	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%	
GS-11	#	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%	
GS-12	#	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%	
GS-13	#	1	1	0	0	0	1	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%	
GS-14	#	3	3	0	0	0	1	0	1	0	1	0	0	0	0	0	0	
	%	100.00%	100.00%	0.00%	0.00%	0.00%	33.33%	0.00%	33.33%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS-15	#	1	1	0	0	0	1	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%	
Unspecified GS-0000-00	#	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%	
Senior Ex. Service	#	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%	
TOTAL NEW HIRES		8	5	3	0	0	3	1	1	2	1	0	0	0	0	0	0	
		100.00%	62.50%	37.50%	0.00%	0.00%	37.50%	12.50%	12.50%	25.00%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

Table A9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex

		Employees			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
							male	female	male	female	male	female	male	female	male	female	male	female
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
Job Series of Vacancy: GS-0905-13 General Attorney (CR) (3 Selections)																		
Total Applicants	#	0	0	0	Unable to determine.													
Qualified	#	0	0	0														
	%	100.0%	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%	
Selections	#	3	2	1	0	0	1	0	0	0	0	1	0	0	0	0	1	0
	%	100.0%	66.67%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%
Pool: 0905 - GS 12-13			35	41	0	4	20	19	9	13	3	4	0	0	0	0	3	1
Job Series of Vacancy: GS-0905-13 Trial Attorney (6 selections)																		
Total Applicants	#	0	0	0	Unable to determine.													
Qualified	#	0	0	0														
	%	100.0%	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%	
Selections	#	6	3	3	0	1	1	1	0	0	1	1	0	0	0	0	1	0
	%	100.0%	50.00%	50.00%	0.00%	16.67%	16.67%	16.67%	0.00%	0.00%	16.67%	16.67%	0.00%	0.00%	0.00%	0.00%	16.67%	0.00%
Pool: 0905 - GS 12-13			35	41	0	4	20	19	9	13	3	4	0	0	0	0	3	1
Job Series of Vacancy: GS-0905-14 Attorney Examiner (CR) (5 selections)																		
Total Applicants	#	0	0	0	Unable to determine.													
Qualified	#	0	0	0														
	%	100.0%	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%	
Selections	#	5	3	2	0	0	3	0	0	2	0	0	0	0	0	0	0	0
	%	100.0%	60.00%	40.00%	0.00%	0.00%	60.00%	0.00%	0.00%	40.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool: 0905 - GS -13			27	37	0	4	16	17	8	13	2	2	0	0	0	0	1	1
Job Series of Vacancy: GS-0905-14 General Attorney (CR) (3 Selections)																		
Total Applicants	#	0	0	0	Unable to determine.													
Qualified	#	0	0	0														
	%	100.0%	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%	
Selections	#	3	1	2	0	0	0	0	1	1	0	1	0	0	0	0	0	0
	%	100.0%	33.33%	66.67%	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool: 0905 - GS -13			27	37	0	4	16	17	8	13	2	2	0	0	0	0	1	1

Table A9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Race/Ethnicity and Sex

		Employees			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
Job Series of Vacancy: GS-0905-14 Trial Attorney (CR) (23 Selections)																		
Total Applicants	#	0	0	0	Unable to determine.													
Qualified	#	0	0	0	Unable to determine.													
	%	100.0%	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%
Selections	#	23	9	14	0	2	7	5	1	5	0	1	0	0	0	0	1	1
	%	100.0%	39.13%	60.87%	0.00%	8.70%	30.43%	21.74%	4.35%	21.74%	0.00%	4.35%	0.00%	0.00%	0.00%	0.00%	4.35%	4.35%
Pool: 0905 - GS -13			27	37	0	4	16	17	8	13	2	2	0	0	0	0	1	1

Job Series of Vacancy: GS-0905-15 Supervisory Attorney Advisor (1 Selection)																		
Total Applicants	#	0	0	0	Unable to determine.													
Qualified	#	0	0	0	Unable to determine.													
	%	100.0%	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%
Selections	#	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0
	%	100.0%	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%
Pool: 0905 - GS -14			136	223	9	24	91	136	27	47	6	15	0	0	0	1	3	0

Job Series of Vacancy: GS-1860-13 Equal Opportunity Investigator (18 Selections)																		
Total Applicants	#	0	0	0	Unable to determine.													
Qualified	#	0	0	0	Unable to determine.													
	%	100.0%	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%
Selections	#	18	4	14	1	2	3	8	0	3	0	0	0	0	0	1	0	0
	%	100.0%	22.22%	77.78%	5.56%	11.11%	16.67%	44.44%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	5.56%	0.00%	0.00%
Pool: 1860 - GS -12			197	320	44	67	77	91	65	146	7	6	0	0	2	4	2	6

Job Series of Vacancy: GS-1860-14 Equal Opportunity Investigator (2 Selections)																		
Total Applicants	#	0	0	0	Unable to determine.													
Qualified	#	0	0	0	Unable to determine.													
	%	100.0%	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%
Selections	#	2	2	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0
	%	100.0%	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%
Pool: 1860 - GS -13			31	70	9	14	12	26	8	26	2	3	0	0	0	1	0	0

Job Series of Vacancy: GS-1860-15 Equal Opportunity Investigator (3 Selections)																		
Total Applicants	#	0	0	0	Unable to determine.													
Qualified	#	0	0	0	Unable to determine.													
	%	100.0%	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%
Selections	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
	%	100.0%	66.67%	33.33%	0.00%	0.00%	66.67%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Pool: 1860 - GS -14			14	24	2	3	5	10	7	10	0	1	0	0	0	0	0	0

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (201221)

Table A10: NON-COMPETITIVE PROMOTIONS - TIME IN GRADE - Distribution by Race/Ethnicity and Sex

Permanent Workforce	TOTAL WORKFORCE		RACE/ETHNICITY															
			Hispanic or Latino		Non- Hispanic or Latino													
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female
Total Employees Eligible for Career Ladder Promotions	#	292	138	154	16	21	71	52	38	75	6	5	0	0	0	1	7	0
	%	100%	47.26%	52.74%	5.48%	7.19%	24.32%	17.81%	13.01%	25.68%	2.05%	1.71%	0.00%	0.00%	0.00%	0.34%	2.40%	0.00%
Time in grade in excess of miniumum																		
1-12 Months	#	20	12	8	1	2	3	2	5	4	1	0	0	0	0	0	2	0
	%	100%	60.00%	40.00%	5.00%	10.00%	15.00%	10.00%	25.00%	20.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	10.00%	0.00%
13-24 Months	#	8	5	3	1	0	1	0	3	3	0	0	0	0	0	0	0	0
	%	100%	62.50%	37.50%	12.50%	0.00%	12.50%	0.00%	37.50%	37.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
25 + months	#	16	2	14	0	1	0	6	2	7	0	0	0	0	0	0	0	0
	%	100%	12.50%	87.50%	0.00%	6.25%	0.00%	37.50%	12.50%	43.75%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Table A11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, AND SES) by Race/Ethnicity and Sex

		Employees			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
							male	female	male	female	male	female	male	female	male	female	male	female
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
Job Series and Grade of Vacancy: GS-0501-13 (1 selection) Budget Analyst																		
Applicants	#	0	0	0	Unable to determine.													
Qualified	#	0	0	0	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%	0.00%	0.00%	
Selections	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	
	%	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%	
Pool: GS-0501-12 & GS-0510-12 GS-0501-13 & GS-0510-13			3	7	0	0	2	1	1	6	0	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-1035-14 (1 Selection) Public Affairs Specialist																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	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%	0.00%	0.00%	
Selections	#	1	0	1	0	0	0	1	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%	
Pool:			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-1860-13 (16 selections) Supervisory E. O. Investigator																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	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%	0.00%	0.00%	
Selections	#	16	3	13	1	2	2	7	0	3	0	0	0	0	1	0	0	
	%	100.00%	18.75%	81.25%	6.25%	12.50%	12.50%	43.75%	0.00%	18.75%	0.00%	0.00%	0.00%	0.00%	6.25%	0.00%	0.00%	
Pool: GS-1810-13 & GS-1860-13 GS-1810-12 & GS-1860-12			202	382	40	79	81	115	68	171	9	9	0	0	2	4	2	4
Job Series and Grade of Vacancy: GS-1860-13 (2 selections) Lead Equal Opportunity Investigator																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	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%	0.00%	0.00%	
Selections	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	
	%	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%	
Pool: GS-1810-13 & GS-1860-13 GS-1810-12 & GS-1860-12			202	382	40	79	81	115	68	171	9	9	0	0	2	4	2	4

Table A11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, AND SES) by Race/Ethnicity and Sex (continued)

		Employees			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
							male	female	male	female	male	female	male	female	male	female	male	female
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
Job Series and Grade of Vacancy: GS-1860-14 (2 selections) Supervisory E. O. Investigator																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	Unable to determine													
	%	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%	
Selections	#	2	2	0	0	0	0	2	0	0	0	0	0	0	0	0	0	
	%	100.00%	100.00%	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%	
Pool: GS-1810-13 & GS-1860-13 GS-1810-14 & GS-1860-14		53	88	11	16	20	33	18	35	4	4	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-1860-15 (2 selections) Supervisory E. O. Investigator (DD)																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	Unable to determine													
	%	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%	
Selections	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	
	%	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%	
Pool: GS-1810-14 & GS-1860-14 GS-1810-15 & GS-1850-15		25	33	5	6	13	14	7	12	0	1	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-1860-15 (1 selection) Supervisory E. O. Investigator (FD)																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	Unable to determine													
	%	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%	
Selections	#	1	1	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%	
Pool: GS-1810-14 & GS-1860-14 GS-1810-15 & GS-1850-15		25	33	5	6	13	14	7	12	0	1	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-0905-13 General Attorney (CR) (3 Selections)																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	Unable to determine													
	%	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%	
Selections	#	3	2	1	0	0	1	0	0	0	1	0	0	0	0	1	0	
	%	100.00%	66.67%	33.33%	0.00%	0.00%	33.33%	0.00%	0.00%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%	
Pool: GS-0905-12 & GS-0905-13		33	43	0	4	20	19	9	13	3	4	0	0	0	0	1	3	
Job Series and Grade of Vacancy: GS-0905-13 Trial Attorney (CR) (6 Selections)																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	Unable to determine													
	%	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%	
Selections	#	6	3	3	0	1	1	1	0	0	1	1	0	0	0	1	0	
	%	100.00%	50.00%	50.00%	0.00%	16.67%	16.67%	16.67%	0.00%	0.00%	16.67%	16.67%	0.00%	0.00%	0.00%	0.00%	16.67%	
Pool: GS-0905-12 & GS-0905-13		33	43	0	4	20	19	9	13	3	4	0	0	0	0	1	3	

Table A11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, AND SES) by Race/Ethnicity and Sex (continued)

		Employees			RACE/ETHNICITY													
					Hispanic or Latino		Non- Hispanic or Latino											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
					All	male	female	male	female	male	female	male	female	male	female	male	female	male
Job Series and Grade of Vacancy: GS-0905-14 Attorney Examiner Civil Rights (5 Selections)																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	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%	0.00%	0.00%	
Selections	#	5	3	2	0	0	3	0	0	2	0	0	0	0	0	0	0	
	%	100.00%	60.00%	40.00%	0.00%	0.00%	60.00%	0.00%	0.00%	40.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool: GS-0905-13 & GS-0905-14		161	260		9	28	107	153	35	60	8	17	0	0	1	1	1	1
Job Series and Grade of Vacancy: GS-0905-14 General Attorney (CR) (3 Selections)																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	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%	0.00%	0.00%	
Selections	#	3	1	2	0	0	0	0	1	1	0	1	0	0	0	0	0	
	%	100.00%	33.33%	66.67%	0.00%	0.00%	0.00%	0.00%	33.33%	33.33%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool: GS-0905-13 & GS-0905-14		161	260		9	28	107	153	35	60	8	17	0	0	1	1	1	1
Job Series and Grade of Vacancy: GS-0905-14 Trial Attorney (CF) (23 Selections)																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	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%	0.00%	0.00%	
Selections	#	23	9	14	0	2	7	5	1	5	0	1	0	0	0	0	1	
	%	100.00%	39.13%	60.87%	0.00%	8.70%	30.43%	21.74%	4.35%	21.74%	0.00%	4.35%	0.00%	0.00%	0.00%	0.00%	4.35%	
Pool: GS-0905-13 & GS-0905-14		161	260		9	28	107	153	35	60	8	17	0	0	1	1	1	1
Job Series and Grade of Vacancy: GS-0905-15 Supervisory Attorney Advisory (1 Selection)																		
Applicants	#	0	0	0	Unable to determine													
Qualified	#	0	0	0	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%	0.00%	0.00%	
Selections	#	1	1	0	0	0	0	0	1	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%	
Pool: GS-0501-14 & GS-0510-15		164	260		11	24	113	158	30	60	7	16	0	0	0	1	3	1

Table A12: PARTICIPATION IN CAREER DEVELOPMENT - Distribution by Race/Ethnicity and Sex

		Total Employees			RACE/ETHNICITY											
					Hispanic or Latino		Non- Hispanic or Latino									
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native	
							male	female	male	female	male	female	male	female	male	female
All		male	female	male	female	male	female	male	female	male	female	male	female	male	female	
Career Development Programs for GS 5 - 12:																
Slots Available	#															
Pool: GS-12 suprv.		0	0	0												
Applied	#	0	0	0												
	%	100.0%	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%
Participants	#	0	0	0												
	%	100.0%	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%
Career Development Programs for GS 13 - 14:																
Slots Available	#															
Pool:		0	0	0												
Applied	#	0	0	0												
	%	100.0%	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%
Participants	#	0	0	0												
	%	100.0%	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%
Career Development Programs for GS 15 and SES:																
Slots Available	#															
Pool:		60	0	60												
Applied	#	0	0	0												
	%	100.0%	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%
Participants	#	0	0	0												
	%	100.0%	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%
"Relevant Pool" includes all employees in pay grades eligible for the career development program.																

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table A13 - Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex - Permanent Workforce

Type of Award	TOTAL EMPLOYEES		RACE/ETHNICITY															
			Hispanic or Latino		Non- Hispanic or Latino													
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
			All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male
Time-Off Awards - 1-9 hours																		
Total Time-Off Awards Given	#	712	248	464	39	88	129	144	68	214	4	7	0	0	1	2	7	9
	%	100%	34.83%	65.17%	5.48%	12.36%	18.12%	20.22%	9.55%	30.06%	0.56%	0.98%	0.00%	0.00%	0.14%	0.28%	0.98%	1.26%
Total Hours		4761	1698	3063	254	508	903	1007	448	1425	31	53	0	0	8	15	54	55
Average Hours		7	7	7	7	6	7	7	7	7	8	8	0	0	8	8	8	6
Time-Off Awards - 9+ hours																		
Total Time-Off Awards Given	#	741	254	487	41	62	129	210	64	187	16	17	0	2	0	5	4	4
	%	100%	34.28%	65.72%	5.53%	8.37%	17.41%	28.34%	8.64%	25.24%	2.16%	2.29%	0.00%	0.27%	0.00%	0.67%	0.54%	0.54%
Total Hours		13004	4445	8559	724	1149	2175	3698	1175	3191	317	321	0	28	0	91	54	81
Average Hours		18	18	18	18	19	17	18	18	17	20	19	0	14	0	18	14	20
Cash Awards - \$100 - \$500																		
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards - \$501 +																		
Total Cash Awards Given	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
	%	100%	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%
Total Amount		\$3,500	\$0	\$3,500	\$0	\$0	\$0	\$0	\$0	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		\$3,500	0	\$3,500	0	0	0	0	0	\$3,500	0	0	0	0	0	0	0	0
Senior Executive Service Performance Awards																		
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Quality Step Increases(QSI)																		
Total QSIs Awarded	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Benefit		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Benefit		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table A13 - Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex - Temporary Workforce

Type of Award	TOTAL EMPLOYEES			RACE/ETHNICITY													
				Hispanic or Latino		Non- Hispanic or Latino											
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska 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 - 1-9 hours																	
Total Time-Off Awards Given	#	3	0	3	0	1	0	0	0	2	0	0	0	0	0	0	0
	%	100%	0.00%	100.00%	0.00%	33.33%	0.00%	0.00%	0.00%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours		12	0	12	0	8	0	0	0	4	0	0	0	0	0	0	0
Average Hours		4	0	4	0	8	0	0	0	2	0	0	0	0	0	0	0
Time-Off Awards - 9+ hours																	
Total Time-Off Awards Given	#	4	2	2	1	1	0	1	1	0	0	0	0	0	0	0	0
	%	100%	50.00%	50.00%	25.00%	25.00%	0.00%	25.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours		54	26	28	14	14	0	14	12	0	0	0	0	0	0	0	0
Average Hours		14	13	14	14	14	0	14	12	0	0	0	0	0	0	0	0
Cash Awards - \$100 - \$500																	
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards - \$501+																	
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Executive Service Performance Awards																	
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Quality Step Increases(QSI)																	
Total QSIs Awarded	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Benefit		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Benefit		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table A14 - Separations by Type of Separation - Distribution by Race/Ethnicity and Sex - Permanent Workforce

Type of Separation	TOTAL EMPLOYEES			RACE/ETHNICITY														
				Hispanic or Latino		Non- Hispanic or Latino												
						White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races		
All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female		
Voluntary	#	181	71	110	10	14	36	41	20	48	4	3	1	0	0	1	0	3
	%	100%	39.23%	60.77%	5.52%	7.73%	19.89%	22.65%	11.05%	26.52%	2.21%	1.66%	0.55%	0.00%	0.00%	0.55%	0.00%	1.66%
Involuntary	#	5	2	3	0	0	0	0	1	3	0	0	0	0	0	0	1	0
	%	100%	40.00%	60.00%	0.00%	0.00%	0.00%	0.00%	20.00%	60.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%	0.00%
RIF	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total separation	#	186	73	113	10	14	36	41	21	51	4	3	1	0	0	1	1	3
	%	100%	39.25%	60.75%	5.38%	7.53%	19.35%	22.04%	11.29%	27.42%	2.15%	1.61%	0.54%	0.00%	0.00%	0.54%	0.54%	1.61%

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table A14 - Separations by Type of Separation - Distribution by Race/Ethnicity and Sex - Temporary Workforce

Type of Separation	TOTAL EMPLOYEES			RACE/ETHNICITY													
				Hispanic or Latino		Non- Hispanic or Latino		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races	
						male	female	male	female	male	female	male	female	male	female	male	female
#	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
Voluntary	#	6	3	3	0	0	2	3	0	0	1	0	0	0	0	0	0
	%	100%	50.00%	50.00%	0.00%	0.00%	33.33%	50.00%	0.00%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Involuntary	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
RIF	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total separation	#	6	3	3	0	0	2	3	0	0	1	0	0	0	0	0	0
	%	100%	50.00%	50.00%	0.00%	0.00%	33.33%	50.00%	0.00%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

A14 DETAILED SUMMARY OF SEPARATIONS BY TYPE OF SEPARATION

TYPE OF SEPARATION	TOTAL		RACE/ETHNICITY															
			Hispanic or Latino		Non- Hispanic or Latino													
					White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or more races			
					male	female	male	female	male	female	male	female	male	female	male	female	male	female
#	All	male	female	male	female	male	female	male	female	male	female	male	female	male	female	male	female	
Voluntary	#	188	74	114	10	14	38	44	20	49	5	3	1	0	0	1	0	3
	%	100.00%	39.36%	60.64%	5.32%	7.45%	20.21%	23.40%	10.64%	26.06%	2.66%	1.60%	0.53%	0.00%	0.00%	0.53%	0.00%	1.60%
301 - Disability Retirement	#	6	1	5	0	0	0	2	1	3	0	0	0	0	0	0	0	0
	%	100.00%	16.67%	83.33%	0.00%	0.00%	0.00%	33.33%	16.67%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
302 - Voluntary Retirement	#	89	37	52	3	8	20	17	11	27	3	0	0	0	0	0	0	0
	%	100.00%	41.57%	58.43%	3.37%	8.99%	22.47%	19.10%	12.36%	30.34%	3.37%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
312 - Resignation ILIA	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
	%	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%
317 - Resignation	#	43	20	23	4	3	11	10	4	4	1	2	0	0	0	1	0	3
	%	100.00%	46.51%	53.49%	9.30%	6.98%	25.58%	23.26%	9.30%	9.30%	2.33%	4.65%	0.00%	0.00%	0.00%	2.33%	0.00%	6.98%
352 - Termination - Appointment to Another Federal agency	#	44	15	29	3	2	6	13	4	13	1	1	1	0	0	0	0	0
	%	100.00%	34.09%	65.91%	6.82%	4.55%	13.64%	29.55%	9.09%	29.55%	2.27%	2.27%	2.27%	0.00%	0.00%	0.00%	0.00%	0.00%
355 - Termination - Expired Appointment	#	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%	0.00%
350 - Death	#	4	0	4	0	1	0	2	0	1	0	0	0	0	0	0	0	0
	%	100.00%	0.00%	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%
Involuntary	#	4	2	2	0	0	0	0	1	2	0	0	0	0	0	0	1	0
	%	100.00%	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	25.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	25.00%	0.00%
312 - Resignation - ILIA	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
	%	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%
330 - Removal	#	3	1	2	0	0	0	0	1	2	0	0	0	0	0	0	0	0
	%	100.00%	33.33%	66.67%	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
385 - Termination During Probation	#	1	1	0	0	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%	0.00%	0.00%	0.00%	###	0.00%
Total Separations	#	192	76	116	10	14	38	44	21	51	5	3	1	0	0	1	1	3
	%	100.00%	39.58%	60.42%	5.21%	7.29%	19.79%	22.92%	10.94%	26.56%	2.60%	1.56%	0.52%	0.00%	0.00%	0.52%	0.52%	1.56%

* Includes temporary employees who resigned prior to the expiration of their term appointment.

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period from 201120 to 201221

Table B1 - Total Workforce - Distribution by Disability

Employment Tenure	Total	Total by Disability Status					Detail for Targeted Disabilities								
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
TOTAL WORKFORCE - Permanent and Temporary															
Prior FY	#	2486	2006	127	353	65	9	16	4	7	4	4	0	20	1
	%	100%	80.69%	5.11%	14.20%	2.61%	0.36%	0.64%	0.16%	0.28%	0.16%	0.16%	0.00%	0.80%	0.04%
Current FY	#	2291	1834	117	340	59	9	14	4	7	2	5	0	18	0
	%	100%	80.05%	5.11%	14.84%	2.58%	0.39%	0.61%	0.17%	0.31%	0.09%	0.22%	0.00%	0.79%	0.00%
Federal High (FY08)	#					2.95%									
Difference	#	-195	-172	-10	-13	-6	0	-2	0	0	-2	1	0	-2	-1
Ratio Change	%	0.00%	-0.64%	0.00%	0.64%	-0.04%	0.03%	-0.03%	0.01%	0.02%	-0.07%	0.06%	0.00%	-0.02%	-0.04%
Net Change	%	-7.84%	-8.57%	-7.87%	-3.68%	-9.23%	0.00%	-12.50%	0.00%	0.00%	-50.00%	25.00%	0%	-10.00%	-100.00%
PERMANENT WORKFORCE															
Prior FY	#	2457	1979	126	352	65	9	16	4	7	4	4	0	20	1
	%	100%	80.55%	5.13%	14.33%	2.65%	0.37%	0.65%	0.16%	0.28%	0.16%	0.16%	0.00%	0.81%	0.04%
Current FY	#	2266	1812	117	337	59	9	14	4	7	2	5	0	18	0
	%	100%	79.96%	5.16%	14.87%	2.60%	0.40%	0.62%	0.18%	0.31%	0.09%	0.22%	0.00%	0.79%	0.00%
Difference	#	-191	-167	-9	-15	-6	0	-2	0	0	-2	1	0	-2	-1
Ratio Change	%	0.00%	-0.58%	0.04%	0.55%	-0.04%	0.03%	-0.03%	0.01%	0.02%	-0.07%	0.06%	0.00%	-0.02%	-0.04%
Net Change	%	-7.77%	-8.44%	-7.14%	-4.26%	-9.23%	0.00%	-12.50%	0.00%	0.00%	-50.00%	25.00%	0%	-10.00%	-100.00%
TEMPORARY WORKFORCE															
Prior FY	#	29	27	1	1	0	0	0	0	0	0	0	0	0	0
	%	100%	93.10%	3.45%	3.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Current FY	#	25	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Difference	#	-4	-27	-1	-1	0	0	0	0	0	0	0	0	0	0
Ratio Change	%	0.00%	-93.10%	-3.45%	-3.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Net Change	%	-13.79%	-100.00%	-100.00%	-100.00%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

SUPPLEMENTAL ANALYSIS TABLE

NET CHANGE ANALYSIS FOR TOTAL WORKFORCE: 1-YEAR, 5-YEAR and 8-YEAR TRENDS

TOTAL - Permanent and Temporary		Total by Disability Status				Detail for Targeted Disabilities									
		[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28 & 32-38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion of Limb/Spine	
1-YEAR NET CHANGE															
FY 2011	#	2,486	2006	127	353	65	9	16	4	7	4	4	0	21	0
	%	100.00%	80.69%	5.11%	14.20%	2.61%	0.36%	0.64%	0.16%	0.28%	0.16%	0.16%	0.00%	0.84%	0.00%
FY 2012	#	2,291	1834	117	340	59	9	14	4	7	2	5	0	18	0
	%	100.00%	80.05%	5.11%	14.84%	2.58%	0.39%	0.61%	0.17%	0.31%	0.09%	0.22%	0.00%	0.79%	0.00%
Difference	#	-195	-172	-10	-13	-6	0	-2	0	0	-2	1	0	-3	0
Ratio Change	%	0%	-0.64%	0.00%	0.64%	-0.04%	0.03%	-0.03%	0.01%	0.02%	-0.07%	0.06%	0.00%	-0.06%	0.00%
Net Change	%	-7.84%	-8.57%	-7.87%	-3.68%	-9.23%	0.00%	-12.50%	0.00%	0.00%	-50.00%	25.00%	0.00%	-14.29%	0.00%
Federal High	%					2.65%									
5-YEAR NET CHANGE															
FY 2007	#	2,198	1,847	85	266	58	9	11	3	9	4	5	0	17	0
	%	100.00%	84.03%	3.87%	12.10%	2.64%	0.41%	0.50%	0.14%	0.41%	0.18%	0.23%	0.00%	0.77%	0.00%
FY 2012	#	2291	1834	117	340	59	9	14	4	7	2	5	0	18	0
	%	100.00%	80.05%	5.11%	14.84%	2.58%	0.39%	0.61%	0.17%	0.31%	0.09%	0.22%	0.00%	0.79%	0.00%
Difference	#	93	-13	32	74	1	0	3	1	-2	-2	0	0	1	0
Ratio Change	%	0.00%	-3.98%	1.24%	2.74%	-0.06%	-0.02%	0.11%	0.04%	-0.10%	-0.09%	-0.01%	0.00%	0.01%	0.00%
Net Change	%	4.23%	-0.70%	37.65%	27.82%	1.72%	0.00%	27.27%	33.33%	-22.22%	-50.00%	0.00%	0.00%	5.88%	0.00%
8-YEAR NET CHANGE															
FY 2004	#	2,481	2,131	76	274	55	11	13	4	8	2	4	0	13	0
	%	100.00%	85.89%	3.06%	11.04%	2.22%	0.44%	0.52%	0.16%	0.32%	0.08%	0.16%	0.00%	0.52%	0.00%
FY 2012	#	2291	1834	117	340	59	9	14	4	7	2	5	0	18	0
	%	100.00%	80.05%	5.11%	14.84%	2.58%	0.39%	0.61%	0.17%	0.31%	0.09%	0.22%	0.00%	0.79%	0.00%
Difference	#	-190	-297	41	66	4	-2	1	0	-1	0	1	0	5	0
Ratio Change	%	0.00%	-5.84%	2.04%	3.80%	0.36%	-0.05%	0.09%	0.01%	-0.02%	0.01%	0.06%	0.00%	0.26%	0.00%
Net Change	%	-7.66%	-13.94%	53.95%	24.09%	7.27%	-18.18%	7.69%	0.00%	-12.50%	0.00%	25.00%	0.00%	38.46%	0.00%

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period 201221

Table B2 - Permanent Workforce By Component - Distribution by Disability

Component		Total by Disability Status				Detail for Targeted Disabilities									
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
Federal High (FY07)	%				2.65%										
EQUAL EMPLOYMENT OPPORTUNITY COMM (D)	#	2266	1812	117	337	59	9	14	4	7	2	5	0	18	0
	%	100%	79.96%	5.16%	14.87%	2.60%	0.40%	0.62%	0.18%	0.31%	0.09%	0.22%	0.00%	0.79%	0.00%
Total	#	2266	1812	117	337	59	9	14	4	7	2	5	0	18	0
	%	100%	79.96%	5.16%	14.87%	2.60%	0.40%	0.62%	0.18%	0.31%	0.09%	0.22%	0.00%	0.79%	0.00%

KEY:

- (D) Department
- (B) Bureau
- (SB) Sub Bureau
- (ORG) Organization

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period 201221

Table B2 - Temporary Workforce By Component - Distribution by Disability

Component	Total	Total by Disability Status				Detail for Targeted Disabilities									
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
Federal High (FY07)	%				2.65%										
EQUAL EMPLOYMENT OPPORTUNITY COMM (D)	#	25	22	0	3	0	0	0	0	0	0	0	0	0	
	%	100%	88.00%	0.00%	12.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Total	#	25	22	0	3	0	0	0	0	0	0	0	0	0	
	%	100%	88.00%	0.00%	12.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

KEY:

(D) Department

(B) Bureau

(SB) Sub Bureau

(ORG) Organization

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period 201221

Table B3-1 - Occupational Categories - Distribution by Disability - Permanent Workforce

Occupational Category	Total	Total by Disability Status				Detail for Targeted Disabilities									
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
1. Officials and Managers															
Executive/Senior Level (Grades 15 and Above)	#	102	88	2	12	4	0	2	1	0	0	0	0	1	0
	%	100%	86.27%	1.96%	11.76%	3.92%	0.00%	1.96%	0.98%	0.00%	0.00%	0.00%	0.00%	0.98%	0.00%
Mid-Level (Grades 13-14)	#	210	176	11	23	3	1	0	0	2	0	0	0	0	0
	%	100%	83.81%	5.24%	10.95%	1.43%	0.48%	0.00%	0.00%	0.95%	0.00%	0.00%	0.00%	0.00%	0.00%
First-Level (Grades 12 and Below)	#	28	22	1	5	0	0	0	0	0	0	0	0	0	0
	%	100%	78.57%	3.57%	17.86%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other	#	938	704	55	179	28	2	7	0	2	2	4	0	11	0
	%	100%	75.05%	5.86%	19.08%	2.99%	0.21%	0.75%	0.00%	0.21%	0.21%	0.43%	0.00%	1.17%	0.00%
Officials And Managers - TOTAL	#	1278	990	69	219	35	3	9	1	4	2	4	0	12	0
	%	100%	77.46%	5.40%	17.14%	2.74%	0.23%	0.70%	0.08%	0.31%	0.16%	0.31%	0.00%	0.94%	0.00%
2. Professionals	#	502	422	31	49	10	2	2	2	0	0	1	0	3	0
	%	100%	84.06%	6.18%	9.76%	1.99%	0.40%	0.40%	0.40%	0.00%	0.00%	0.20%	0.00%	0.60%	0.00%
3. Technicians	#	2	2	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	100%	0%	0%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
4. Sales Workers	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
5. Administrative Support Workers	#	364	310	11	43	8	4	0	0	1	0	0	0	3	0
	%	100%	85.16%	3.02%	11.81%	2.20%	1.10%	0.00%	0.00%	0.27%	0.00%	0.00%	0.00%	0.82%	0.00%
6. Craft Workers	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
7. Operatives	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
8. Laborers and Helpers	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
9. Service Workers	#	120	88	6	26	6	0	3	1	2	0	0	0	0	0
	%	100%	73.33%	5%	21.67%	5%	0.00%	2.50%	0.83%	1.67%	0.00%	0.00%	0.00%	0.00%	0.00%

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Table B3-2 - Occupational Categories - Distribution by Disability - Permanent Workforce

Occupational Category	Total	Total by					Detail for								
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
1. Officials and Managers															
Executive/Senior Level (Grades 15 and	# 102	88	2	12	4	0	2	1	0	0	0	0	1	0	
	% 100%	4.86%	1.71%	3.56%	6.78%	0.00%	14.29%	25.00%	0.00%	0.00%	0.00%	0%	5.56%	0%	
Mid-Level (Grades 13-14)	# 210	176	11	23	3	1	0	0	2	0	0	0	0	0	
	% 100%	9.71%	9.40%	6.82%	5.08%	11.11%	0.00%	0.00%	28.57%	0.00%	0.00%	0%	0.00%	0%	
First-Level (Grades 12 and Below)	# 28	22	1	5	0	0	0	0	0	0	0	0	0	0	
	% 100%	1.21%	0.85%	1.48%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%	0.00%	0%	
Other	# 938	704	55	179	28	2	7	0	2	2	4	0	11	0	
	% 100%	38.85%	47.01%	53.12%	47.46%	22.22%	50.00%	0.00%	28.57%	100.00%	80.00%	0%	61.11%	0%	
Officials And Managers - TOTAL	# 1278	990	69	219	35	3	9	1	4	2	4	0	12	0	
	% 56.40%	54.64%	58.97%	64.99%	59.32%	33.33%	64.29%	25.00%	57.14%	100.00%	80.00%	0%	66.67%	0%	
2. Professionals	# 502	422	31	49	10	2	2	2	0	0	1	0	3	0	
	% 22.15%	23.29%	26.50%	14.54%	16.95%	22.22%	14.29%	50.00%	0.00%	0.00%	20.00%	0%	16.67%	0%	
3. Technicians	# 2	2	0	0	0	0	0	0	0	0	0	0	0	0	
	% 0.09%	0.11%	0%	0%	0%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0%	0.00%	0%	
4. Sales Workers	# 0	0	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%	0.00%	0%	
5. Administrative Support Workers	# 364	310	11	43	8	4	0	0	1	0	0	0	3	0	
	% 16.06%	17.11%	9.40%	12.76%	13.56%	44.44%	0.00%	0.00%	14.29%	0.00%	0.00%	0%	16.67%	0%	
6. Craft Workers	# 0	0	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%	0.00%	0%	
7. Operatives	# 0	0	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%	0.00%	0%	
8. Laborers and Helpers	# 0	0	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%	0.00%	0%	
9. Service Workers	# 120	88	6	26	6	0	3	1	2	0	0	0	0	0	
	% 5.30%	4.86%	5.13%	7.72%	10.17%	0.00%	21.43%	25.00%	28.57%	0.00%	0.00%	0%	0.00%	0%	
Permanent Workforce	# 2266	1812	117	337	59	9	14	4	7	2	5	0	18	0	
	% 100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION - Pay Period 201221

Table B4-1: Participation Rates for General Schedule Grades - Distribution by Disability - Permanent Workforce

Occupational Category	Total	Total by Disability Status				Detail for Targeted Disabilities									
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
GS-01	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-02	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
GS-03	#	3	3	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	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%
GS-04	#	9	8	0	1	0	0	0	0	0	0	0	0	0	0
	%	100%	88.89%	0.00%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS-05	#	166	129	9	28	7	2	2	0	2	0	0	1	0	
	%	100%	77.71%	5.42%	16.87%	4.22%	1.20%	1.20%	0.00%	1.20%	0.00%	0.00%	0.60%	0.00%	
GS-06	#	82	65	3	14	2	1	1	0	0	0	0	0	0	
	%	100%	79.27%	3.66%	17.07%	2.44%	1.22%	1.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS-07	#	142	119	4	19	5	0	0	1	1	0	0	3	0	
	%	100%	83.80%	2.82%	13.38%	3.52%	0.00%	0.00%	0.70%	0.70%	0.00%	0.00%	2.11%	0.00%	
GS-08	#	31	26	0	5	2	1	0	0	0	0	0	1	0	
	%	100%	83.87%	0.00%	16.13%	6.45%	3.23%	0.00%	0.00%	0.00%	0.00%	0.00%	3.23%	0.00%	
GS-09	#	106	78	2	26	6	0	1	0	0	1	2	0	2	
	%	100%	73.58%	1.89%	24.53%	5.66%	0.00%	0.94%	0.00%	0.00%	0.94%	1.89%	0.00%	1.89%	
GS-10	#	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
GS-11	#	206	140	24	42	7	1	1	0	0	0	1	0	4	
	%	100%	67.96%	11.65%	20.39%	3.40%	0.49%	0.49%	0.00%	0.00%	0.00%	0.49%	0.00%	1.94%	
GS-12	#	586	463	27	96	11	1	4	0	1	1	2	0	2	
	%	100%	79.01%	4.61%	16.38%	1.88%	0.17%	0.68%	0.00%	0.17%	0.17%	0.34%	0.00%	0.34%	
GS-13	#	314	257	10	47	5	1	2	0	2	0	0	0	0	
	%	100%	81.85%	3.18%	14.97%	1.59%	0.32%	0.64%	0.00%	0.64%	0.00%	0.00%	0.00%	0.00%	
GS-14	#	494	412	36	46	10	2	1	2	1	0	0	4	0	
	%	100%	83.40%	7.29%	9.31%	2.02%	0.40%	0.20%	0.40%	0.20%	0.00%	0.00%	0.81%	0.00%	
GS-15	#	98	85	1	12	3	0	1	1	0	0	0	1	0	
	%	100%	86.73%	1.02%	12.24%	3.06%	0.00%	1.02%	1.02%	0.00%	0.00%	0.00%	1.02%	0.00%	
All other (unspecified)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Senior Executive Service	#	29	27	1	1	1	0	1	0	0	0	0	0	0	
	%	100.00%	93.10%	3.45%	3.45%	3.45%	0.00%	3.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

SUPPLEMENTAL ANALYSIS TABLE

GRADE DISTRIBUTION DISPLAYING NON-SUPERVISORY PROFILE by Disability [PERMANENT]

Non-supervisory GS/GM and Related Grades		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28,32-38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion of Limb/ Spine
GS - 04	#	1	1	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%
GS - 03	#	10	10	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%
GS - 04	#	10	9	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00%	90.00%	0.00%	10.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 05	#	166	129	9	28	7	2	2	0	2	0	0	0	1	0
	%	100.00%	77.71%	5.42%	16.87%	4.22%	1.20%	1.20%	0.00%	1.20%	0.00%	0.00%	0.00%	0.60%	0.00%
GS - 06	#	82	65	3	14	2	1	1	0	0	0	0	0	0	0
	%	100.00%	79.27%	3.66%	17.07%	2.44%	1.22%	1.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 07	#	142	119	4	19	5	0	0	1	1	0	0	0	3	0
	%	100.00%	83.80%	2.82%	13.38%	3.52%	0.00%	0.00%	0.70%	0.70%	0.00%	0.00%	0.00%	2.11%	0.00%
GS - 08	#	31	26	0	5	2	1	0	0	0	0	0	0	1	0
	%	100.00%	83.87%	0.00%	16.13%	6.45%	3.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.23%	0.00%
GS - 09	#	106	78	2	26	6	0	1	0	0	1	2	0	2	0
	%	100.00%	73.58%	1.89%	24.53%	5.66%	0.00%	0.94%	0.00%	0.00%	0.94%	1.89%	0.00%	1.89%	0.00%
GS - 11	#	206	140	24	42	7	1	1	0	0	0	1	0	4	0
	%	100.00%	67.96%	11.65%	20.39%	3.40%	0.49%	0.49%	0.00%	0.00%	0.00%	0.49%	0.00%	1.94%	0.00%
GS - 12	#	558	441	26	91	11	1	4	0	1	1	2	0	2	0
	%	100.00%	79.03%	4.66%	16.31%	1.97%	0.18%	0.72%	0.00%	0.18%	0.18%	0.36%	0.00%	0.36%	0.00%
GS - 13	#	211	172	5	34	4	1	2	0	1	0	0	0	0	0
	%	100.00%	81.52%	2.37%	16.11%	1.90%	0.47%	0.95%	0.00%	0.47%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 14	#	390	323	30	37	8	1	1	2	0	0	0	0	4	0
	%	100.00%	82.82%	7.69%	9.49%	2.05%	0.26%	0.26%	0.51%	0.00%	0.00%	0.00%	0.00%	1.03%	0.00%
GS - 15	#	31	29	0	2	0	0	0	0	0	0	0	0	0	0
	%	100.00%	93.55%	0.00%	6.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total non-supervisors	#	1944	1542	103	299	52	8	12	3	5	2	5	0	17	0
	%	100.00%	79.32%	5.30%	15.38%	2.67%	0.41%	0.62%	0.15%	0.26%	0.10%	0.26%	0.00%	0.87%	0.00%

GS/GM/ES/EX - Managers and Supervisors MANAGEMENT PROFILE

GS/GM, SES, and Related Grade		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28,32-38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion of Limb/ Spine
GS - 12 Supervisor	#	28	22	1	5	0	0	0	0	0	0	0	0	0	0
	%	100.00%	78.57%	3.57%	17.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 13 Supervisor	#	103	85	5	13	1	0	0	0	1	0	0	0	0	0
	%	100.00%	82.52%	4.85%	12.62%	0.97%	0.00%	0.00%	0.00%	0.97%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 14 Supervisor	#	107	91	6	10	2	1	0	0	1	0	0	0	0	0
	%	100.00%	85.05%	5.61%	9.35%	1.87%	0.93%	0.00%	0.00%	0.93%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 15 Supervisor	#	73	61	1	11	3	0	1	1	0	0	0	0	1	0
	%	100.00%	83.56%	1.37%	15.07%	4.11%	0.00%	1.37%	1.37%	0.00%	0.00%	0.00%	0.00%	1.37%	0.00%
SES	#	36	33	1	2	1	0	1	0	0	0	0	0	0	0
	%	100.00%	91.67%	2.78%	5.56%	2.78%	0.00%	2.78%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total managers & supervisors	#	347	292	14	41	7	1	2	1	2	0	0	0	1	0
	%	100.00%	84.15%	4.03%	11.82%	2.02%	0.29%	0.58%	0.29%	0.58%	0.00%	0.00%	0.00%	0.29%	0.00%
Total non-supervisory	#	1944	1542	103	299	52	8	12	3	5	2	5	0	17	0
	%	100.00%	79.32%	5.30%	15.38%	2.67%	0.41%	0.62%	0.15%	0.26%	0.10%	0.26%	0.00%	0.87%	0.00%
TOTAL PERMANENT WORK FORCE	#	2291	1834	117	340	59	9	14	4	7	2	5	0	18	0
	%	100.00%	80.05%	5.11%	14.84%	2.58%	0.39%	0.61%	0.17%	0.31%	0.09%	0.22%	0.00%	0.79%	0.00%

GRADE DISTRIBUTION for PERMANENT & TEMPORARY NON-SUPERVISORY EMPLOYEES by Disability Status

EEOC Workforce FY2012

Non-supervisory GS/GM and Related Grades		TOTAL	Total by Disability Status				Targeted Disabilities								
			[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28 & 32- 38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retard- ation	[91] Mental Illness	[92] Distortion of Limb/
GS - 02	#	1	1	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%
GS - 03	#	10	10	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%
GS - 04	#	10	9	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00%	90.00%	0.00%	10.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 05	#	166	129	9	28	7	2	2	0	2	0	0	0	1	0
	%	100.00%	77.71%	5.42%	16.87%	4.22%	1.20%	1.20%	0.00%	1.20%	0.00%	0.00%	0.00%	0.60%	0.00%
GS - 06	#	82	65	3	14	2	1	1	0	0	0	0	0	0	0
	%	100.00%	79.27%	3.66%	17.07%	2.44%	1.22%	1.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 07	#	142	119	4	19	5	0	0	1	1	0	0	0	3	0
	%	100.00%	83.80%	2.82%	13.38%	3.52%	0.00%	0.00%	0.70%	0.70%	0.00%	0.00%	0.00%	2.11%	0.00%
GS - 08	#	31	26	0	5	2	1	0	0	0	0	0	0	1	0
	%	100.00%	83.87%	0.00%	16.13%	6.45%	3.23%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.23%	0.00%
GS - 09	#	106	78	2	26	6	0	1	0	0	1	2	0	2	0
	%	100.00%	73.58%	1.89%	24.53%	5.66%	0.00%	0.94%	0.00%	0.00%	0.94%	1.89%	0.00%	1.89%	0.00%
GS - 11	#	206	140	24	42	7	1	1	0	0	0	1	0	4	0
	%	100.00%	67.96%	11.65%	20.39%	3.40%	0.49%	0.49%	0.00%	0.00%	0.00%	0.49%	0.00%	1.94%	0.00%
GS - 12	#	558	441	26	91	11	1	4	0	1	1	2	0	2	0
	%	100.00%	79.03%	4.66%	16.31%	1.97%	0.18%	0.72%	0.00%	0.18%	0.18%	0.36%	0.00%	0.36%	0.00%
GS - 13	#	211	172	5	34	4	1	2	0	1	0	0	0	0	0
	%	100.00%	81.52%	2.37%	16.11%	1.90%	0.47%	0.95%	0.00%	0.47%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 14	#	390	323	30	37	8	1	1	2	0	0	0	0	4	0
	%	100.00%	82.82%	7.69%	9.49%	2.05%	0.26%	0.26%	0.51%	0.00%	0.00%	0.00%	0.00%	1.03%	0.00%
GS - 15	#	31	29	0	2	0	0	0	0	0	0	0	0	0	0
	%	100.00%	93.55%	0.00%	6.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
SES	#	1	1	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%
Total non-supervisory	#	2130	1543	103	299	52	8	12	3	5	2	5	0	17	0
	%	100.00%	72.44%	4.84%	14.04%	2.44%	0.38%	0.56%	0.14%	0.23%	0.09%	0.23%	0.00%	0.80%	0.00%

**GRADE DISTRIBUTION for PERMANENT & TEMPORARY SUPERVISORY EMPLOYEES by Disability
EEOC Workforce FY2012**

GS/GM, SES, and Related Grade	TOTAL	Total by Disability Status				Targeted Disabilities									
		[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28 & 32-38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion of Limb/Spine	
GS - 12 Supervisor	#	28	22	1	5	0	0	0	0	0	0	0	0	0	
	%	100.00%	78.57%	3.57%	17.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS/GM - 13 Supervisor	#	103	85	5	13	1	0	0	0	1	0	0	0	0	
	%	100.00%	82.52%	4.85%	12.62%	0.97%	0.00%	0.00%	0.00%	0.97%	0.00%	0.00%	0.00%	0.00%	
GS/GM - 14 Supervisor	#	107	91	6	10	2	1	0	0	1	0	0	0	0	
	%	100.00%	85.05%	5.61%	9.35%	1.87%	0.93%	0.00%	0.00%	0.93%	0.00%	0.00%	0.00%	0.00%	
GS/GM - 15 Supervisor	#	73	61	1	11	3	0	1	1	0	0	0	1	0	
	%	100.00%	83.56%	1.37%	15.07%	4.11%	0.00%	1.37%	1.37%	0.00%	0.00%	0.00%	1.37%	0.00%	
Senior Exec. Service	#	35	32	1	2	1	0	1	0	0	0	0	0	0	
	%	100.00%	91.43%	2.86%	5.71%	2.86%	0.00%	2.86%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Total Managers & Supervisors	#	346	291	14	41	7	1	2	1	2	0	0	1	0	
	%	100.00%	84.10%	4.05%	11.85%	2.02%	0.29%	0.58%	0.29%	0.58%	0.00%	0.00%	0.29%	0.00%	
Total Non-Supervisory	#	2130	1543	103	299	52	8	12	3	5	2	5	0	17	
	%	100.00%	72.44%	4.84%	14.04%	2.44%	0.38%	0.56%	0.14%	0.23%	0.09%	0.23%	0.00%	0.80%	
TOTAL WORKFORCE	#	2476	1834	117	340	59	9	14	4	7	2	5	0	18	
	%	100.00%	74.07%	4.73%	13.73%	2.38%	0.36%	0.57%	0.16%	0.28%	0.08%	0.20%	0.00%	0.73%	

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period 201221

Table B6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Disability - Permanent Workforce

Occupational Category	Total	Total by Disability Status				Detail for Targeted Disabilities									
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
GENERAL ATTORNEY (0905)	#	480	410	32	38	10	2	2	2	0	0	0	0	4	0
	%	100%	85.42%	6.67%	7.92%	2.08%	0.42%	0.42%	0.42%	0.00%	0.00%	0.00%	0.00%	0.83%	0.00%
GENERAL INVESTIGATING (1810)	#	1	1	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	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%
EQUAL OPPORTUNITY INVESTIGATION (1860)	#	869	651	54	164	23	0	5	1	2	2	4	0	9	0
	%	100%	74.91%	6.21%	18.87%	2.65%	0.00%	0.58%	0.12%	0.23%	0.23%	0.46%	0.00%	1.04%	0.00%
ADR Mediator (0301)	#	85	69	2	14	1	0	0	0	1	0	0	0	0	0
	%	100%	81.18%	2.35%	16.47%	1.18%	0.00%	0.00%	0.00%	1.18%	0.00%	0.00%	0.00%	0.00%	0.00%

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION Pay Period 201221

Table B6: PARTICIPATION RATES FOR MAJOR OCCUPATIONS - Distribution by Disability - Temporary Workforce

Occupational Category	Total	Total by Disability Status				Detail for Targeted Disabilities									
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
GENERAL ATTORNEY (0905)	#	7	7	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	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%
GENERAL INVESTIGATING (1810)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
ADR MEDIATOR (0301)	#	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	

SUPPLEMENTAL ANALYSIS TABLE

GRADE DISTRIBUTION of PERMANENT INVESTIGATORS - OPM Series 1810 - by DISABILITY

GS/GM Grades Permanent Competitive Service Appointments		Total Employees	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32- 38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retard- ation	(91) Mental Illness	(92) Distortion Limb/ Spine
GS -07	#	7	3	1	3	1	0	0	0	0	0	0	0	1	0
	%	100.00%	42.86%	14.29%	42.86%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	14.29%	0.00%
GS - 09	#	47	27	1	19	5	0	1	0	0	1	1	0	2	0
	%	100.00%	57.45%	2.13%	40.43%	10.64%	0.00%	2.13%	0.00%	0.00%	2.13%	2.13%	0.00%	4.26%	0.00%
GS - 11	#	138	85	23	30	6	0	1	0	0	0	1	0	4	0
	%	100.00%	61.59%	16.67%	21.74%	4.35%	0.00%	0.72%	0.00%	0.00%	0.00%	0.72%	0.00%	2.90%	0.00%
GS - 12	#	491	386	22	83	9	0	3	0	1	1	2	0	2	0
	%	100.00%	78.62%	4.48%	16.90%	1.83%	0.00%	0.61%	0.00%	0.20%	0.20%	0.41%	0.00%	0.41%	0.00%
GS - 13	#	11	7	1	3	0	0	0	0	0	0	0	0	0	0
	%	100.00%	63.64%	9.09%	27.27%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Non-supervisory Investigators	#	694	508	48	138	21	0	5	0	1	2	4	0	9	0
	%	100.00%	73.20%	6.92%	19.88%	3.03%	0.00%	0.72%	0.00%	0.14%	0.29%	0.58%	0.00%	1.30%	0.00%
Supervisor 12	#	26	21	1	4	0	0	0	0	0	0	0	0	0	0
	%	100.00%	80.77%	3.85%	15.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisor 13	#	90	74	4	12	1	0	0	0	1	0	0	0	0	0
	%	100.00%	82.22%	4.44%	13.33%	1.11%	0.00%	0.00%	0.00%	1.11%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisor 14	#	38	33	1	4	0	0	0	0	0	0	0	0	0	0
	%	100.00%	86.84%	2.63%	10.53%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisor 15	#	22	16	0	6	1	0	0	1	0	0	0	0	0	0
	%	100.00%	72.73%	0.00%	27.27%	4.55%	0.00%	0.00%	4.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisory Investigators	#	176	144	6	26	2	0	0	1	1	0	0	0	0	0
	%	100.00%	81.82%	3.41%	14.77%	1.14%	0.00%	0.00%	0.57%	0.57%	0.00%	0.00%	0.00%	0.00%	0.00%
Permanent Investigators	#	870	652	54	164	23	0	5	1	2	2	4	0	9	0
	%	100.00%	74.94%	6.21%	18.85%	2.64%	0.00%	0.57%	0.11%	0.23%	0.23%	0.46%	0.00%	1.03%	0.00%

*There are no Temporary Investigators

SUPPLEMENTAL ANALYSIS TABLE

GRADE DISTRIBUTION of PERMANENT ATTORNEYS - OPM Series 0905 - by DISABILITY

GS/GM Grades Permanent Excepted Appointments		Total Employees	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retard- ation	(91) Mental Illness	(92) Distortion Limb/ Spine
GS - 11	#	4	4	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%
GS - 12	#	2	0	1	1	0	0	0	0	0	0	0	0	0	0
	%	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%
GS - 13	#	38	33	0	5	0	0	0	0	0	0	0	0	0	0
	%	100.00%	86.84%	0.00%	13.16%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS - 14	#	320	270	25	25	7	1	1	2	0	0	0	0	3	0
	%	100.00%	84.38%	7.81%	7.81%	2.19%	0.31%	0.31%	0.63%	0.00%	0.00%	0.00%	0.00%	0.94%	0.00%
GS - 15	#	21	21	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%
SES	#	1	1	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%
Non-supervisory Attorneys	#	386	329	26	31	7	1	1	2	0	0	0	0	3	0
	%	100.00%	85.23%	6.74%	8.03%	1.81%	0.26%	0.26%	0.52%	0.00%	0.00%	0.00%	0.00%	0.78%	0.00%
Supervisory 14	#	54	46	5	3	1	1	0	0	0	0	0	0	0	0
	%	100.00%	85.19%	9.26%	5.56%	1.85%	1.85%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisory 15	#	37	32	1	4	1	0	1	0	0	0	0	0	1	0
	%	100.00%	86.49%	2.70%	10.81%	2.70%	0.00%	2.70%	0.00%	0.00%	0.00%	0.00%	0.00%	2.70%	0.00%
SES	#	3	3	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%
Supervisory Attorneys	#	94	81	6	7	2	1	1	0	0	0	0	0	1	0
	%	100.00%	86.17%	6.38%	7.45%	2.13%	1.06%	1.06%	0.00%	0.00%	0.00%	0.00%	0.00%	1.06%	0.00%
Total Permanent Attorneys	#	480	410	32	38	10	2	2	2	0	0	0	0	4	0
	%	100.00%	85.42%	6.67%	7.92%	2.08%	0.42%	0.42%	0.42%	0.00%	0.00%	0.00%	0.00%	0.83%	0.00%

SUPPLEMENTAL ANALYSIS TABLE

GRADE DISTRIBUTION of Temporary ATTORNEYS - OPM Series 0905 - by DISABILITY

GS/GM Grades Permanent Excepted Appointments		Total Employees	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retard- ation	(91) Mental Illness	(92) Distortion Limb/ Spine
GS - 11	#	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%
GS - 12	#	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%
GS - 13	#	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%
GS - 14	#	2	2	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%
GS - 15	#	4	4	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%
SES	#	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%
Non-supervisory Attorneys	#	6	6	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%
Supervisory 14	#	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%
Supervisory 15	#	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%
SES	#	1	1	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%
Supervisory Attorneys	#	1	1	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%
Total Temporary Attorneys	#	7	7	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%

SUPPLEMENTAL ANALYSIS TABLE

GRADE DISTRIBUTION of Mediators - by DISABILITY

GS/GM Grades Permanent Excepted Appointments		Total Employees	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retard- ation	(91) Mental Illness	(92) Distortion Limb/ Spine
GS - 12	#	7	6	0	1	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%
GS - 13	#	78	63	2	13	1	0	0	0	1	0	0	0	0	0
	%	100.00%	80.77%	2.56%	16.67%	1.28%	0.00%	0.00%	0.00%	1.28%	0.00%	0.00%	0.00%	0.00%	0.00%
SES	#	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%
Non-supervisory Mediators	#	86	69	2	14	1	0	0	0	1	0	0	0	0	0
	%	100.00%	80.23%	2.33%	16.28%	1.16%	0.00%	0.00%	0.00%	1.16%	0.00%	0.00%	0.00%	0.00%	0.00%
Supervisory 14	#	1	1	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%
Supervisory 15	#	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%
SES	#	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%
Supervisory Mediators	#	1	1	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%
Total Mediators	#	87	70	2	14	1	0	0	0	1	0	0	0	0	0
	%	100.00%	80.46%	2.30%	16.09%	1.15%	0.00%	0.00%	0.00%	1.15%	0.00%	0.00%	0.00%	0.00%	0.00%

*There are no temporary Mediators

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table B7: HIRES FOR MAJOR OCCUPATIONS - Distribution by Disability - Permanent Workforce

Occupational Category	Total	Total by				Detail for									
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
GENERAL ATTORNEY (0905)															
Accessions	#	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
GENERAL INVESTIGATING (1810)															
Accessions	#	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
EQUAL OPPORTUNITY INVESTIGATION (1860)															
Accessions	#	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	

*Data not provided by USStaffing for disability

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table B7: HIRES FOR MAJOR OCCUPATIONS - Distribution by Disability - Temporary Workforce

Occupational Category	Total	Total by Disability Status				Detail for Targeted Disabilities								
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine
GENERAL ATTORNEY (0905)														
Accessions	#	1	1	0	0	0	0	0	0	0	0	0	0	0
	%	100%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GENERAL INVESTIGATING (1810)														
Accessions	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
EQUAL OPPORTUNITY INVESTIGATION (1860)														
Accessions	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

*Data not provided by USAStaffing for disability

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table B8: NEW HIRES BY TYPE OF APPOINTMENT - Distribution by Disability

Type of Appointment		Total	Total by Disability Status				Detail for Targeted Disabilities								
			(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine
Permanent	#	5	4	0	1	0	0	0	0	0	0	0	0	0	0
	%	100%	80.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Temporary	#	3	1	0	2	0	0	0	0	0	0	0	0	0	
	%	100%	33.33%	0.00%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Total	#	8	5	0	3	0	0	0	0	0	0	0	0	0	
	%	100%	62.50%	0.00%	37.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	

B8

DETAILED SUMMARY OF NEW HIRES BY TYPE OF APPOINTMENT

Type of Appointment		Total	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distortion Limb/Spine
Permanent	#	5	4	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00%	80.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
100 Career Appointment	#	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%
101 Career Conditional Appointment	#	3	3	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%
130 Transfer - from another federal agency	#	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%
140 & 141 Career Reinstatements	#	1	1	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%
142 & 146 SES Career & SES Non-career	#	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%
170 Excepted Appointment	#	1	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00%	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%
Temporary	#	3	1	0	2	0	0	0	0	0	0	0	0	0	0
	%	100.00%	33.33%	0.00%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
115 Temporary Appointment NTE Date	#	2	0	0	2	0									
	%	100.00%	0.00%	0.00%	100.00%	0.00%	3.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
171 Excepted Appointment NTE Date	#	1	1	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%
Total New Hires	#	8	5	0	3	0	0	0	0	0	0	0	0	0	0
	%	100.00%	62.50%	0.00%	37.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
FY 2012 Workforce Rate			80.05%	5.11%	14.84%	2.58%	0.39%	0.61%	0.17%	0.31%	0.09%	0.22%	0.00%	0.79%	0.00%
FY 2011 Workforce Rate			80.69%	5.11%	14.20%	2.61%	0.36%	0.64%	0.16%	0.28%	0.16%	0.16%	0.00%	0.80%	0.04%

DETAILED SUMMARY OF NEW HIRES BY OCCUPATIONAL CATEGORY

Occupational Category		Total	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distortion Limb/Spine
Permanent Appointments	#	5	4	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00%	80.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1810 Investigator	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
1802 ISAs and IIRs	#	1	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00%	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%
0905 Attorney	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Official & Mgrs [301; 342; 343; 501; 1712 series]	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Professionals [0110; 0201; 1410; 2210 series]	#	2	2	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%
Human Resources Assistant 0203	#	2	2	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%
Temporary Appointments	#	3	1	0	2	0	0	0	0	0	0	0	0	0	0
	%	100.00%	33.33%	0.00%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Professionals [0110; 0201; 1410; 2210 series]	#	2	0	0	2	0	0	0	0	0	0	0	0	0	0
	%	100.00%	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%
0905 Attorney	#	1	1	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%
Total New Hires	#	8	5	0	3	0	0	0	0	0	0	0	0	0	0
	%	100.00%	62.50%	0.00%	#DIV/0!	0.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

B8-3 DETAILED SUMMARY OF NEW HIRES by GRADE LEVEL

GS/GM and RELATED GRADES for PERMANENT AND TEMPORARY APPOINTMENTS			Total by Disability Status				Detail for Targeted Disabilities								
			[05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16, 17] Deafness	[23, 25] Blindness	[28,32-38] Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion of Limb/
GS - 01	#	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%	
GS - 02	#	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%	
GS - 03	#	0	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%	
GS - 04	#	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%	
GS - 05	#	2	1	0	1	0	0	0	0	0	0	0	0	0	
	%	100.00%	70.37%	2.47%	27.16%	6.17%	0.00%	6.17%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 06	#	1	1	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	77.27%	9.09%	13.64%	4.55%	0.00%	4.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS - 07	#	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	73.33%	10.00%	16.67%	6.67%	0.00%	0.00%	0.00%	3.33%	0.00%	3.33%	0.00%	0.00%	
GS - 08	#	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%	
GS - 09	#	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	82.35%	0.00%	17.65%	11.76%	0.00%	5.88%	0.00%	5.88%	0.00%	0.00%	0.00%	0.00%	
GS - 11	#	0	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%	
GS - 12	#	0	0	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	83.33%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS/GM - 13	#	1	1	0	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	71.43%	14.29%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS/GM - 14	#	3	2	0	1	0	0	0	0	0	0	0	0	0	
	%	100.00%	83.33%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
GS/GM - 15	#	1	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%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
SES	#	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%	
Total NEW HIRES	#	8	5	0	3	0	0	0	0	0	0	0	0	0	
	%	100.00%	76.00%	4.50%	19.50%	5.00%	0.00%	3.50%	0.00%	1.00%	0.00%	0.50%	0.00%	0.00%	

Table B9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Disability															
	TOTAL	Total by Disability Status				Detail for Targeted Disabilities									
		(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distortion Limb/Spine	
Job Series of Vacancy: GS-0905-13 General Attorney CR (3 Selections)															
Total Applicants	#	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	3	1	0	2	0	0	0	0	0	0	0	0	0	
	%	100.00%	33.33%	0.00%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool: GS-0905 - GS 12-13		66	2	8	0	0	0	0	0	0	0	0	0	0	
Job Series of Vacancy: GS-0905- 13 Trial Attorney (6 Selections)															
Total Applicants	#	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	6	4	0	2	0	0	0	0	0	0	0	0	0	
	%	100.00%	66.67%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool: GS-0905 - GS 12-13		66	2	8	0	0	0	0	0	0	0	0	0	0	
Job Series of Vacancy: GS-0905-14 Attorney Examiner (Civil Rights) (5 Selections)															
Total Applicants	#	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	5	4	0	1	0	0	0	0	0	0	0	0	0	
	%	100.00%	80.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool:GS- 0905 - GS -13		59	2	3	0	0	0	0	0	0	0	0	0	0	
Job Series of Vacancy: GS-0905-14 General Attorney (CR) (3 Selections)															
Total Applicants	#	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	3	3	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%	
Pool: GS- 0905 - GS -13		59	2	3	0	0	0	0	0	0	0	0	0	0	
Job Series of Vacancy: GS-0905-14 Trial Attorney (CR) (23 Selections)															
Total Applicants	#	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	23	20	1	2	0	0	0	0	0	0	0	0	0	
	%	100.00%	86.96%	4.35%	8.70%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool: GS- 0905 - GS -13		59	2	3	0	0	0	0	0	0	0	0	0	0	

Table B9: SELECTIONS FOR INTERNAL COMPETITIVE PROMOTIONS FOR MAJOR OCCUPATIONS by Disability

	TOTAL	Total by Disability Status				Detail for Targeted Disabilities									
		(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distortion Limb/Spine	
Job Series of Vacancy: GS-0905-15 Supervisory Attorney Advisor (1 Selection)															
Total Applicants	#	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	1	1	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%	
Pool - GS-0905-14			302	30	27	0	0	0	0	0	0	0	0	0	

Job Series of Vacancy: GS-1860-13 Equal Opportunity Investigator (18 Selections)

Total Applicants	#	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	18	14	0	4	0	0	0	0	0	0	0	0	0	
	%	100.00%	77.78%	0.00%	22.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool - GS-1860-12			407	23	87	9	0	3	0	1	1	2	0	2	

Job Series of Vacancy: GS-1860-14 Equal Opportunity Investigator (2 Selections)

Total Applicants	#	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	2	2	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%	
Pool - GS-1860-13			81	5	15	1	0	0	0	1	0	0	0	0	

Job Series of Vacancy: GS-1860-15 Equal Opportunity Investigator (3 Selections)

Total Applicants	#	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	3	3	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%	
Pool - GS-1860-14			33	1	4	0	0	0	0	0	0	0	0	0	

Table B10 - Non-Competitive Promotions - Time in Grade - By Disability - Permanent Workforce

Employment Tenure		Total	Total by Disability Status				Detail for Targeted Disabilities								
			(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine
Total Employees Eligible for Career Ladder Promotions	#	292	196	27	69	15	0	3	0	1	1	2	0	8	0
	%	100%	67.12%	9.25%	23.63%	5.14%	0.00%	1.03%	0.00%	0.34%	0.34%	0.68%	0.00%	2.74%	0.00%
Time in Grade Excess of Minimum															
1-12 Months	#	20	12	1	7	2	0	1	0	1	0	0	0	0	0
	%	100%	60.00%	5.00%	35.00%	10.00%	0.00%	5.00%	0.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%
13-24 Months	#	8	6	0	2	0	0	0	0	0	0	0	0	0	0
	%	100%	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%
25 + Months	#	16	16	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	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%

Table B11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, & SES) by DISABILITY

		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distortion Limb/Spine
Job Series and Grade of Vacancy: GS-0501-13 Budget Analyst (1 selection)															
Applicants	#	0	0	0	0	0	Unable to determine								
Qualified	#	0	0	0	0	0	Unable to determine								
	%	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%	
Selections	#	1	1	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%	
Pool: GS-0501-12 & GS-0510-12 GS-0501-13 & GS-0510-13			8	0	2	0	0	0	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-1035-14 (1 Selection) Public Affairs Specialist															
Applicants	#	0	0	0	0	0	Unable to determine								
Qualified	#	0	0	0	0	0	Unable to determine								
	%	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%	
Selections	#	1	0	1	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%	
Pool:			0	0	0	0	0	0	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-1860-13 (16 selections) Supervisory E. O. Investigator															
Applicants	#	0	0	0	0	0	Unable to determine								
Qualified	#	0	0	0	0	0	Unable to determine								
	%	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%	
Selections	#	16	12	0	4	0	0	0	0	0	0	0	0	0	
	%	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%	
Pool: GS-1810-13 & GS-1860-13 GS-1810-12 & GS-1860-12			467	22	95	5	0	0	0	0	0	3	0	2	
Job Series and Grade of Vacancy: GS-1860-13 (2 selections) Lead Equal Opportunity Investigator															
Applicants	#	0	0	0	0	0	Unable to determine								
Qualified	#	0	0	0	0	0	Unable to determine								
	%	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%	
Selections	#	2	2	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%	
Pool: GS-1810-13 & GS-1860-13 GS-1810-12 & GS-1860-12			467	22	95	5	0	0	0	0	0	3	0	2	
Job Series and Grade of Vacancy: GS-1860-14 (2 selections) Supervisory E. O. Investigator															
Applicants	#	0	0	0	0	0	Unable to determine								
Qualified	#	0	0	0	0	0	Unable to determine								
	%	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%	
Selections	#	2	2	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%	
Pool: GS-1810-13 & GS-1860-13 GS-1810-14 & GS-1860-14			120	7	14	8	2	0	2	0	0	1	0	3	

Table B11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, & SES) by DISABILITY																
	TOTAL	Total by Disability Status				Detail for Targeted Disabilities										
		(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distortion Limb/Spine		
Job Series and Grade of Vacancy: GS-1860-15 (2 selections) Supervisory E. O. Investigator (DD)																
Applicants	#	0	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	0	Unable to determine									
	%	100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Selections	#	2	2	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%	
Pool: GS-1810-14 & GS-1860-14 GS-1810-15 & GS-1850-15			48	9	58	0	0	0	0	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-1860-15 (1 selection) Supervisory E. O. Investigator (FD)																
Applicants	#	0	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	2	2	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%	
Pool: GS-1810-14 & GS-1860-14 GS-1810-15 & GS-1850-15			48	9	58	0	0	0	0	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-0905-13 General Attorney (CR) (3 Selections)																
Applicants	#	0	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	0	Unable to determine									
	%	100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Selections	#	3	1	0	2	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	33.33%	0.00%	66.67%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool: GS-0905-12 & GS-0905-13			66	2	8	0	0	0	0	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-0905-13 Trial Attorney (CR) (6 Selections)																
Applicants	#	0	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	0	Unable to determine									
	%	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%	
Selections	#	6	4	0	2	0	0	0	0	0	0	0	0	0	0	
	%	100.00%	66.67%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool: GS-0905-12 & GS-0905-13			66	2	8	0	0	0	0	0	0	0	0	0	0	
Job Series and Grade of Vacancy: GS-0905-14 Attorney Examiner Civil Rights (5 Selections)																
Applicants	#	0	0	0	0	0	Unable to determine									
Qualified	#	0	0	0	0	0	Unable to determine									
	%	100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Selections	#	4	3	0	1	0	0	0	0	0	0	0	0	0	0	
	%	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%	
Pool: GS-0905-13 & GS-0905-14			361	32	30	3	0	0	0	0	0	0	0	3	0	

Table B11: INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14, GS 15, & SES) by DISABILITY

		TOTAL	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distortion Limb/Spine
Job Series and Grade of Vacancy: GS-0905-14 General Attorney (CR) (3 Selections)															
Applicants	#	0	0	0	0	0	Unable to determine								
Qualified	#	0	0	0	0	0	Unable to determine								
	%	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%	
Selections	#	3	3	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%	
Pool: GS-0905-13 & GS-0905-14			361	32	30	3	0	0	0	0	0	0	3	0	
Job Series and Grade of Vacancy: GS-0905-14 Trial Attorney (CF) (23 Selections)															
Applicants	#	0	0	0	0	0	Unable to determine								
Qualified	#	0	0	0	0	0	Unable to determine								
	%	100.00%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Selections	#	23	20	1	2	0	0	0	0	0	0	0	0	0	
	%	100.00%	86.96%	4.35%	8.70%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Pool: GS-0905-13 & GS-0905-14			361	32	30	3	0	0	0	0	0	0	3	0	
Job Series and Grade of Vacancy: GS-0905-15 Supervisory Attorney Advisory (1 Selection)															
Applicants	#	0	0	0	0	0	Unable to determine								
Qualified	#	0	1	0	0	0	Unable to determine								
	%	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%	
Selections	#	1	1	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%	
Pool: GS-0501-14 & GS-0510-15			362	31	31	4	0	0	0	0	0	0	4	0	

Table B12: PARTICIPATION IN CAREER DEVELOPMENT/TRAINING - Distribution by Disability

	Total Employees	Detail by Disability Status				Detail for Targeted Disabilities									
		(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulse Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distortion Limb/Spine	
Career Development Programs for GS 5-12															
Slots Available	#	0													
Pool:		0	0	0	0	0	0	0	0	0	0	0	0	0	
Applied	#	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%	
Participants	#	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%	
Career Development Programs for GS 13-14															
Slots Available	#	0													
Pool:		806	0	0	0	0	0	0	0	0	0	0	0	0	
Applied	#	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%	
Participants	#	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%	
Career Development Programs for GS 15 and SES															
Slots Available	#	0													
Pool:		0	0	0	0	0	0	0	0	0	0	0	0	0	
Applied	#	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%	
Participants	#	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%	
"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.															

*There were no career development programs offered at EEOC in FY2012

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Table B13 - Employee Recognition and Awards - Distribution by Disability - Permanent Workforce

Employment Tenure	Total	Total by Disability Status				Detail for Targeted Disabilities									
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
Time-Off Awards - 1-9 hours															
Total Time-Off Awards Given	#	720	556	41	123	20	4	2	1	5	1	1	0	6	0
	%	100%	77.22%	5.69%	17.08%	2.78%	0.56%	0.28%	0.14%	0.69%	0.14%	0.14%	0.00%	0.83%	0.00%
Total Hours		4818	3758	255	805	129	22	15	4	38	8	8	0	34	0
Average Hours		7	7	6	7	6	6	8	4	8	8	8	0	6	0
Time-Off Awards - 9+ hours															
Total Time-Off Awards Given	#	769	629	37	103	17	3	2	1	1	1	3	0	6	0
	%	100%	81.79%	4.81%	13.39%	2.21%	0.39%	0.26%	0.13%	0.13%	0.13%	0.39%	0.00%	0.78%	0.00%
Total Hours		13514	11090	637	1787	351	90	20	18	32	24	44	0	123	0
Average Hours		18	18	17	17	21	30	10	18	32	24	15	0	21	0
Cash Awards - \$100 - \$500															
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards - \$501+															
Total Cash Awards Given	#	1	0	0	1	0	0	0	0	0	0	0	0	0	0
	%	100%	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%
Total Amount		\$3,500	\$0	\$0	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		\$3,500	0	0	\$3,500	0	0	0	0	0	0	0	0	0	0
Senior Executive Service Performance Awards															
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0	0
Quality Step Increases(QSI)															
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Table B13 - Employee Recognition and Awards - Distribution by Disability - Temporary Workforce

Employment Tenure	Total	Total by Disability Status				Detail for Targeted Disabilities								
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine
Time-Off Awards - 1-9 hours														
Total Time-Off Awards Given	#	3	3	0	0	0	0	0	0	0	0	0	0	0
	%	100%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours		12	12	0	0	0	0	0	0	0	0	0	0	0
Average Hours		4	4	0	0	0	0	0	0	0	0	0	0	0
Time-Off Awards - 9+ hours														
Total Time-Off Awards Given	#	4	4	0	0	0	0	0	0	0	0	0	0	0
	%	100%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Hours		54	54	0	0	0	0	0	0	0	0	0	0	0
Average Hours		14	14	0	0	0	0	0	0	0	0	0	0	0
Cash Awards - \$100 - \$500														
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Awards - \$501+														
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0
Senior Executive Service Performance Awards														
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0
Quality Step Increases(QSI)														
Total Cash Awards Given	#	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Amount		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Average Amount		0	0	0	0	0	0	0	0	0	0	0	0	0

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table B13-1 - Employee Recognition and Awards by Salary - Distribution by Disability - Permanent Workforce

Employment Tenure	Total	Total by Disability Status				Detail for Targeted Disabilities								
		[04,05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16,17] Deafness	[23,25] Blindness	(28,32-38) Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion Limb/Spine
<=\$60K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$70K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$80K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$90K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$100K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$110K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$120K														
Sum of Amount	\$3,500	\$0	\$0	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Average	\$3,500%	\$0	\$0	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$130K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$140K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$150K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$160K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$170K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$180K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table B13-1 - Employee Recognition and Awards by Salary - Distribution by Disability - Temporary Workforce

Employment Tenure	Total	Total by Disability Status				Detail for Targeted Disabilities								
		[04,05] No Disability	[01] Not Identified	[06-94] Disability	Targeted Disability	[16,17] Deafness	[23,25] Blindness	(28,32-38) Missing Limbs	[64-68] Partial Paralysis	[71-78] Total Paralysis	[82] Convulsive Disorder	[90] Mental Retardation	[91] Mental Illness	[92] Distortion Limb/Spine
<=\$60K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$70K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$80K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$90K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$100K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$110K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$120K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$130K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$140K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$150K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$160K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$170K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<=\$180K														
Sum of Amount	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sum of Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Average	\$0%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table B14 - Separations by Type of Separation - Distribution by Disability - Permanent Workforce

Type of Separation	Total	Total by Disability Status					Detail for Targeted Disabilities								
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
Voluntary	#	181	134	11	36	7	0	2	0	0	1	0	0	4	0
	%	100%	74.03%	6.08%	19.89%	3.87%	0.00%	1.10%	0.00%	0.00%	0.55%	0.00%	0.00%	2.21%	0.00%
Involuntary	#	5	3	1	1	0	0	0	0	0	0	0	0	0	0
	%	%	60.00%	20.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
RIF	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Separations	#	186	137	12	37	7	0	2	0	0	1	0	0	4	0
	%	100%	73.66%	6.45%	19.89%	3.76%	0.00%	1.08%	0.00%	0.00%	0.54%	0.00%	0.00%	2.15%	0.00%

EEOC EQUAL EMPLOYMENT OPPORTUNITY COMMISSION For Period (2011-10-01 TO 2012-09-30)

Table B14 - Separations by Type of Separation - Distribution by Disability - Temporary Workforce

Type of Separation	Total	Total by Disability Status				Detail for Targeted Disabilities									
		(04,05) No Disability	-1 Not Identified	(06-94) Disability	Targeted Disability	(16,17) Deafness	(23,25) Blindness	(28,32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	-82 Convulsive Disorder	-90 Mental Retardation	-91 Mental Illness	-92 Distortion Limb/Spine	
Voluntary	#	6	6	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	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%
Involuntary	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
RIF	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Total Separations	#	6	6	0	0	0	0	0	0	0	0	0	0	0	0
	%	100%	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%

B14 DETAILED SUMMARY OF FY 2008 SEPARATIONS BY TYPE OF SEPARATION															
Type of Separation		Total	Total by Disability Status				Detail for Targeted Disabilities								
			(05) No Disability	(01) Not Identified	(06-94) Disability	Targeted Disability	(16, 17) Deafness	(23, 25) Blindness	(28, 32-38) Missing Limbs	(64-68) Partial Paralysis	(71-78) Total Paralysis	(82) Convulsive Disorder	(90) Mental Retardation	(91) Mental Illness	(92) Distort Limb/Spine
Voluntary	#	188	141	12	34	7	0	2	0	0	1	0	0	4	0
	%	100.00%	75.00%	6.38%	18.09%	3.72%	0.00%	1.06%	0.00%	0.00%	0.53%	0.00%	0.00%	2.13%	0.00%
301 Disability Retirement	#	6	3	0	3	2	0	1	0	0	1	0	0	0	0
	%	100.00%	50.00%	0.00%	50.00%	33.33%	0.00%	16.67%	0.00%	0.00%	16.67%	0.00%	0.00%	0.00%	0.00%
302 Voluntary Retirement	#	89	65	5	19	3	0	1	0	0	0	0	0	2	0
	%	100.00%	73.03%	5.62%	21.35%	3.37%	0.00%	1.12%	0.00%	0.00%	0.00%	0.00%	0.00%	2.25%	0.00%
312 Resignation ILIA	#	1	39	0	4	0	0	0	0	0	0	0	0	0	0
	%	100.00%	3900.00%	0.00%	400.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
317 Resignation	#	43	39	0	4	0	0	0	0	0	0	0	0	0	0
	%	100.00%	90.70%	0.00%	9.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
352 Termination - Appoint Another	#	44	31	7	6	2	0	0	0	0	0	0	0	2	0
	%	100.00%	70.45%	15.91%	13.64%	4.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.55%	0.00%
355 Termination - Term Appointment	#	1	1	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%
350 Death	#	4	2	0	2	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%
Involuntary	#	4	2	1	1	0	0	0	0	0	0	0	0	0	0
	%	100.00%	50.00%	25.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
312 Resignation ILIA	#	1	1	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%
330 Removal	#	3	2	0	1	0	0	0	0	0	0	0	0	0	0
	%	100.00%	66.67%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
385 Termination During Probation	#	1	0	1	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%
Total Separations	#	192	143	13	35	7	0	2	0	0	1	0	0	4	0
	%	100.00%	74.48%	6.77%	18.23%	3.65%	0.00%	1.04%	0.00%	0.00%	0.52%	0.00%	0.00%	2.08%	0.00%

* Includes temporary employees who resigned prior to the expiration of their term appointment.



U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
Washington, D.C. 20507

Office of the Chair

MEMORANDUM

TO: All Employees

FROM: Jacqueline A. Berrien
Chair 

CC: Matthew Murphy
Acting Director of the Office of Equal Opportunity (OEO)

SUBJECT: EEO Policy Statement

DATE: July 18, 2012

In February, the Commission approved its [Strategic Plan for FY 2012 – 2016](#), which set forth the agency's vision of achieving justice and equality in the workplace and restated the agency's mission as stopping and remedying unlawful employment discrimination. As the nation's chief enforcer of equal employment opportunity laws, it is imperative that our steps towards realizing that vision and fulfilling that mission begin with, and are modeled by, everyone affiliated with the EEOC. We have a unique opportunity to adopt and adhere to employer best practices. Therefore, our commitment to create and maintain a work environment that is free from discrimination and affords all employees and applicants for employment with equal employment opportunity must be unwavering.

To underscore my commitment to making the EEOC a model employer, I release an EEO Policy Statement each year. The purpose of this statement is to ensure all employees know their rights and responsibilities under the law and how to seek assistance if they believe they have been the victims of employment discrimination.

EEOC employees are protected by federal laws prohibiting discrimination on the bases of race, religion, color, sex (including pregnancy and gender identity), national origin, age, disability, family medical history, or genetic information. Moreover, consistent with Presidential Executive Orders and other laws designed to protect federal employees, EEOC employees are also protected against discrimination on the bases of sexual orientation, parental status, marital status, political affiliation, military service, or any other non-merit based factor. These protections extend to all management practices and decisions, including recruitment and hiring practices, appraisal systems, promotions, and training and career development programs.

EEOC employees are also protected against retaliation. Consistent with federal laws, acts of retaliation against an employee who engages in a protected activity, whistle blowing, or the exercise of any appeal or grievance right provided by law will not be tolerated. In addition, consistent with the RESOLVE Program Non-Retaliation Statement, the EEOC will not tolerate retaliation against participants in RESOLVE.

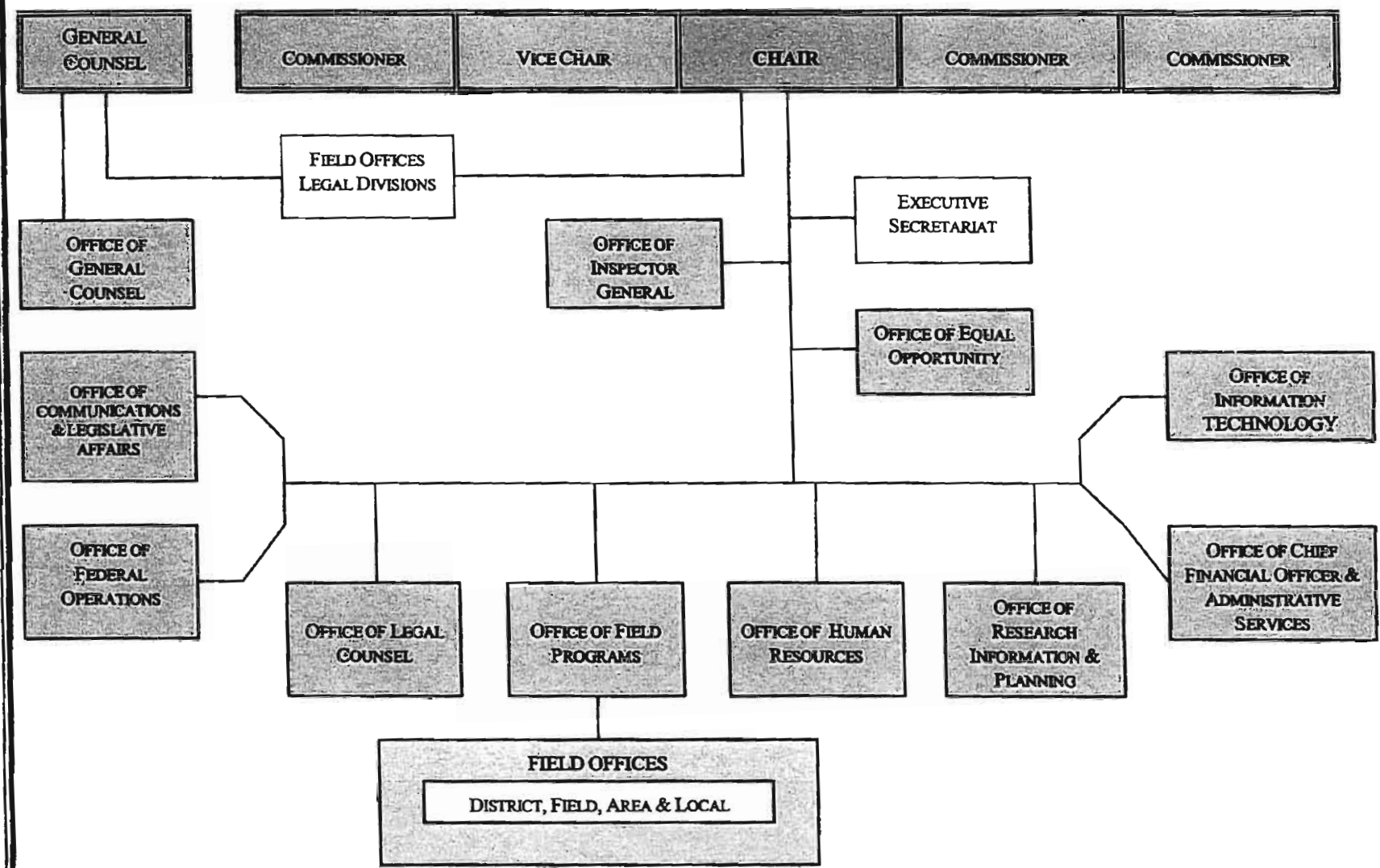
Any employee who feels that he or she has been subjected to one of these forms of discrimination or retaliation should contact the EEOC's Office of Equal Opportunity at (202) 663-7081, or as appropriate, the Office of Special Counsel at (202) 254-3600 or the Merit Systems Protection Board at (202)653-7200. EEOC Employees can also take advantage of our RESOLVE Program at (202) 663-4545, which provides a forum for the informal resolution of internal workplace disputes.

EEOC managers and supervisors are also reminded of their responsibility to prevent, document, and promptly correct harassing conduct in the workplace. Employees are urged to report acts of harassment to the appropriate agency officials as outlined in the agency's Anti-harassment Order, which can be found on inSITE.

It is incumbent upon every employee of the agency to ensure that the EEOC stands as an exemplar of equity and inclusiveness for all other workplaces, inside and outside the federal government. As such, I challenge each member of our workforce to take responsibility for implementing the Commission's EEO policy and cooperating fully in its enforcement.

Thank you for your continued dedication to fulfilling the mission of our agency and for your service to the nation.

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION



U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION



Strategic Plan for
Fiscal Years 2012–2016

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Message From The Commission

The United States Equal Employment Opportunity Commission is pleased to release the agency's Strategic Plan for Fiscal Years 2012–2016. The Strategic Plan reflects a bold new strategy for implementing the power granted to the Commission by Congress in Title VII of the *Civil Rights Act of 1964*: “to prevent any person from engaging in any unlawful employment practice.”

The work of the Commission depends on the daily efforts of approximately 2,500 dedicated personnel, located in 54 offices across the nation, to carry out the agency's charge. In creating the Strategic Plan we sought the input of all members of the EEOC workforce in addition to the agency's leadership. We also solicited and received comments from a wide range of stakeholders as well as our customers: the public. As a result, the plan is a true reflection of the agency and all those who share an interest in our mission.

Three values underlie the Strategic Plan, form the basis of our agency culture, and guide our daily work.

- Commitment to Justice
- Accountability
- Integrity

Commitment to Justice: Congress entrusted the Commission with the responsibility of enforcing the nation's employment non-discrimination laws. These laws reflect Congress' vision of justice in employment in our nation's workplaces. To honor the trust that has been given us, we must have an unwavering commitment to carrying out that vision of justice.

Accountability: Like all federal agencies, the EEOC is accountable to the public it serves. We must therefore continue to demand excellence in ourselves and have systems in place to hold us accountable for that excellence. To this end, the Commission must ensure that the resources entrusted to us are used in the intended manner, that the EEOC workforce has adequate training and that the agency's processes are consistent and periodically evaluated and updated.

Integrity: The Commission has an obligation to be objective as it investigates charges and adjudicates cases. If we conclude that unlawful discrimination has occurred, we have an obligation to advance the public interest and work to fully remedy the harm caused by discrimination. We also have an obligation to be an impartial adjudicator in federal sector cases. Moreover, every person we serve or interact with in the performance of our work and every member of the EEOC workforce is entitled to be treated with respect, courtesy and professionalism.

In keeping with these values, the Strategic Plan builds on the Commission's past successes, yet challenges us to do more. It requires us to take a critical look at what we have accomplished thus far and explore where there is room to improve.



The plan prioritizes a coordinated, holistic approach to law enforcement, recognizing that operational and substantive silos have sometimes hampered the agency's efforts to prevent and remedy unlawful discrimination.

Moreover, the plan emphasizes the importance of excellent customer service, but also focuses on our most valuable resource—the EEOC workforce—by prioritizing the importance of equipping and training them to provide that service.

The plan departs from our previous strategic plan in significant ways. It focuses less on measuring numbers and more on measuring what we need to do in order to achieve our long-term goals. This change is in recognition of the fact that some of the Commission's previous numbers-based performance measures may have had unintended adverse consequences for the agency. Thus, we have taken a step back in the plan, developing performance measures that require us to first establish baselines in various areas and then think critically about what we should measure in order to determine the agency's effectiveness.

The Strategic Plan also requires the Commission to be proactive, rather than simply reactive. The plan requires the Commission to embark on an ambitious year-long effort to create the larger conceptual framework that will inform, justify and support the quantitative and qualitative performance measures throughout the plan. In short, the plan lays the foundation for the future of the EEOC, but it is only the beginning.

The success of the plan will depend on its implementation, as led by the Chair. The Commission as a whole is committed to the timely and robust implementation of the plan's provisions. Together, with the EEOC workforce, we look forward to spending the next year building on the work we have done thus far in the Strategic Plan.

The best measure of our success will be how the workplace operates when this generation's children enter the workforce. Our hope and expectation is that the Strategic Plan sets us in the right direction for achieving a workplace in which unlawful employment discrimination becomes a relic of the past.

Introduction

Since 1965, the United States Equal Employment Opportunity Commission (“the EEOC” or “the Agency”) has served as the nation’s lead enforcer of employment antidiscrimination laws and chief promoter of equal employment opportunity (EEO). The Strategic Plan for Fiscal Years 2012–2016 (“the Strategic Plan”) establishes a framework for achieving the EEOC’s mission to “stop and remedy unlawful employment discrimination,” so that the nation might soon realize the Commission’s vision of “justice and equality in the workplace.”

To accomplish this mission and achieve this vision in the 21st Century, the EEOC is committed to pursuing the following objectives and outcome goals:

- 1. Combat employment discrimination through strategic law enforcement,** with the outcome goals of: 1) have a broad impact on reducing employment discrimination at the national and local levels; and 2) remedy discriminatory practices and secure meaningful relief for victims of discrimination;
- 2. Prevent employment discrimination through education and outreach,** with the outcome goals of: 1) members of the public understand and know how to exercise their right to employment free of discrimination; and 2) employers, unions and employment agencies (covered entities) better address and resolve EEO issues, thereby creating more inclusive workplaces; and
- 3. Deliver excellent and consistent service through a skilled and diverse workforce and effective systems,** with the outcome goal that all interactions with the public are timely, of high quality, and informative.

The plan also identifies strategies for achieving each outcome goal and identifies 14 performance measures for gauging the EEOC’s progress as it approaches FY 2016. The plan requires significant changes in the agency’s approach to fulfilling its mission. As a result, during the first 1-2 years of the plan, the agency will establish new baselines so that it can finalize the milestones and targets for its measures. The plan will be updated accordingly in the EEOC’s Annual Performance Plans.

While greater resources would likely result in expedited progress, these lean budgetary times require the EEOC to prioritize its objectives and goals and be realistic in identifying strategies and setting measures. Thus, while this plan is rigorous and forward-looking, it assumes that staffing and budgetary resources will remain constant over the next four years, with additional funding provided to account for salary and inflationary increases.

Mission: Stop and remedy unlawful employment discrimination

Vision: Justice and equality in the workplace



The Strategic Planning Process

The Congress of the United States requires Executive departments, Government corporations, and independent establishments to develop and post a strategic plan on their public website every four fiscal years.¹ The plan must include items such as:

- a mission statement covering the major functions and operations of the agency;
- general goals and objectives, including outcome-oriented goals, for the agency;
- a description of how these goals and objectives are to be achieved; and
- an identification of key factors external to the agency and beyond its control that could significantly affect the achievement of its general goals and objectives.

Congress also requires that the head of each agency issue an annual performance plan covering each program activity set forth in the agency's budget. This performance plan must establish performance goals that define the level of performance that will be achieved during the year in which the plan is submitted and the next fiscal year; express such goals in an objective, quantifiable, and measurable form; describe how the performance goals will contribute to the general goals and objectives established in the agency's strategic plan; and finally, describe how the performance goals will be achieved. In addition, the performance plan must establish a balanced set of performance indicators to be used in measuring or assessing progress toward each performance goal; provide a basis for comparing actual program results with the established performance goals; describe how the agency will ensure the accuracy and reliability of the data used to measure progress towards its performance goals; and describe major management challenges the agency faces and identify how the agency plans to address such challenges.²

The development of a four-year strategic plan, as well as the development of annual performance plans, require the leadership of an agency to reflect upon the statutory mission of the agency, reassess prior goals and objectives, and identify any new goals and objectives that will enable the agency to meet its statutory mission. The plans also alert Congress and stakeholders to key factors external to the agency that may affect the agency's ability to carry out its mandate.

In July 2011, Chair Jacqueline A. Berrien launched the FY 2012 Strategic Planning Process for the agency in a memorandum directed to all employees. The memorandum outlined the steps related to the strategic planning process and described how employees could become involved through an internal web site created expressly for employees to respond to requests for comments.

Chair Berrien also created two workgroups to lay the foundation for the Strategic Plan—the Strategic Planning Workgroup and the Performance Measurement Group. Both groups were comprised of staff from headquarters and field offices, with a broad range of expertise and understanding of the programs and activities conducted by the EEOC.

As the Performance Improvement Officer (PIO) and the Chief Operating Officer (COO), Claudia A. Withers was designated as Chair of the Strategic Plan Workgroup and the strategic planning process, generally. Commissioner Chai R. Feldblum was selected to lead the Performance Measurement Group. A full list of participants of both groups was posted on the agency's internal web site dedicated to FY 2012-2016 Strategic Planning and appears in Appendix A. In addition, each Commissioner had a staff person represented on one of the two workgroups.

From August 2011 through November 2011, the two groups worked first independently, and then collaboratively, to develop the agency's Vision, Mission, Strategic Objectives and Goals, and Performance Measures for the FY 2012-2016 Strategic Plan. All facets of the agency's operations were engaged in the development process of the Strategic Plan, including the Commissioners and their senior staff, Office Directors, District Directors, Regional Attorneys, and the Union, as well as individual employees via the agency's internal website.

In January 2012, a draft of the Strategic Plan was posted on the EEOC's external website at <http://www.eeoc.gov/> for public comment. The agency received 37 substantive comments: 15 from internal stakeholders; 7 from employer representatives; 9 from employee representatives; 4 from federal EEO offices; and 2 from state FEPAs.

In addition, the draft strategic plan was delivered to the Senate Committee on Health Education Labor and Pensions; Senate Committee on Homeland Security and Governmental Affairs; Senate Subcommittee on Commerce, Justice, and Science and Related Agencies, Committee on Appropriations; House Committee on Education and the Workforce; House Committee on Oversight and Government Reform; and the House Subcommittee on Commerce, Justice, and Science and Related Agencies, Committee on Appropriations.

The final plan was approved by the Commission on February 22, 2012 by a vote of 4-1. Implementation of the new Strategic Plan will begin in March 2012, including work on the Strategic Enforcement Plan.

As noted in Strategic Objective I and Appendix B, there will be future opportunities for public comment on the Strategic Enforcement and Quality Control Plan for investigations and conciliations. If, however, you have comments on the Strategic Plan, please send them to:

Executive Officer
Office of the Executive Secretariat
U.S. Equal Employment Opportunity Commission
131 M St. NE
Washington, DC 20507-0001
(202) 663-4070
TTY (202) 663-4494
<http://www.eeoc.gov/>

The **final plan** was approved by the **Commission** by a vote of 4 to 1.



About the EEOC

The United States Equal Employment Opportunity Commission was established by Title VII of the *Civil Rights Act of 1964* ("Title VII") and began operating on July 2, 1965. The mandate and authority of the EEOC was set forth in Title VII and cross-referenced in later laws enacted by Congress.³ The agency enforces federal laws prohibiting workplace discrimination on the basis of race, color, religion, sex, national origin, age, disability or genetic information.

Leadership

The Commission is composed of five members, not more than three of whom may be members of the same political party. Members of the bipartisan Commission are appointed by the President and confirmed by the Senate for a set term of five years. The President designates one member of the Commission to serve as Chair. The Chair is responsible, on behalf of the Commission, for the administrative operations of the agency.

The EEOC's General Counsel is also appointed by the President and confirmed by the Senate for a set term of four years. The General Counsel is responsible for the conduct of litigation pursuant to the agency's statutory authority.⁴

Laws Enforced

The EEOC enforces the following laws (listed in the order the EEOC obtained authority):

- Title VII of the *Civil Rights Act of 1964* (Title VII), as amended, which prohibits employment discrimination on the basis of race, color, religion, sex, or national origin;⁵
- The *Age Discrimination in Employment Act of 1967* (ADEA), as amended, which prohibits employment discrimination against individuals 40 years of age and older;⁶
- The *Equal Pay Act of 1963* (EPA), as amended, which prohibits discrimination on the basis of sex in compensation for substantially equal work performed under similar conditions;⁷
- Section 501 of the *Rehabilitation Act of 1973*, as amended, which prohibits employment discrimination against federal employees and applicants with disabilities;⁸
- Title I and Title V of the *Americans with Disabilities Act of 1990* (ADA), as amended, which prohibits employment discrimination on the basis of disability in the private sector and in state and local government;⁹ and
- The *Genetic Information Non-Discrimination Act of 2008* (GINA), which prohibits employment discrimination based on genetic information.¹⁰

These laws also make it illegal to retaliate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit.

Most of these laws apply to private and state and local government employers with 15 or more employees, labor organizations, employment agencies, and the federal government (covered entities). (The ADEA applies to employers with 20 or more employees; there is no minimum employee requirement under the EPA.) Title VII and Executive Order 12067 also authorize the EEOC to coordinate and lead the federal government's efforts to combat workplace discrimination.¹¹

Enforcement

Private and State and Local Government Sectors. There are two major enforcement mechanisms available to the EEOC in the private and state and local government sectors. The first is the investigation and conciliation process (also called the "administrative process"): the investigation and resolution of charges brought by an individual or by a Commissioner alleging discrimination. The second is the litigation process in the private sector: the bringing of individual, class, and systemic, including pattern or practice, cases, in federal or state court against a covered entity accused of violating one or more of the laws the EEOC enforces.

Before an individual may file a private discrimination lawsuit against a covered entity under most of these laws, he or she must first file a charge of discrimination with the EEOC. Congress created this administrative exhaustion requirement to provide the EEOC with the opportunity to determine if there is reasonable cause to believe discrimination has occurred and to provide an opportunity for voluntary resolution where possible. A member of the Commission may also file a charge alleging discrimination by a covered entity, known as a Commissioner Charge.

In 1995, the EEOC created an alternative dispute resolution ("ADR") process. Under this system, some charges are dealt with prior to the initiation of any investigation. With regard to these charges, the respondent-covered entity and charging party are invited to mediate the dispute. During mediation, the focus of attention is not on whether the law has been violated, but rather, whether the issue can be resolved to the parties' mutual satisfaction.

If mediation is declined or is unsuccessful, or if the charge is not sent to the ADR program in the first place, the EEOC may investigate the charge to determine if there is reasonable cause to believe discrimination has occurred. If such cause is found, the agency provides the respondent-covered entity an opportunity to remedy the discriminatory practice(s) through conciliation.

If conciliation is unsuccessful, the agency is authorized to bring a civil action against the respondent-covered entity in federal or state court. If the entity is a state or local employer and the case is under Title VII, the ADA, or GINA, the U.S. Attorney General is authorized to bring suit. If neither the EEOC nor the Attorney General chooses to sue, a charging party can bring a private suit against the covered entity in court. A charging party may also intervene in cases under Title VII, the ADA or GINA where the government pursues litigation. The agency and the Attorney General are also authorized to issue Notices of Right to Sue to charging parties who wish to institute private litigation under Title VII, the ADA, or GINA. Notices of Right to Sue are not necessary for a charging party to file suit under the ADEA or EPA.¹²

The United States Equal Employment Opportunity Commission was established by **Title VII of the Civil Rights Act of 1964** ("Title VII") and began operating on July 2, 1965.



The EEOC is also authorized to **investigate and act on a charge alleging a pattern or practice of discrimination** filed by a member of the Commission or by an individual.

The EEOC is also authorized to investigate and act on a charge alleging a pattern or practice of discrimination filed by a member of the Commission or by an individual. In addition, the EEOC may initiate directed investigations under the EPA and the ADEA.

Congress has also authorized the agency to cooperate with State and local Fair Employment Practices Agencies (FEPAs), which are responsible for administering state fair employment laws, and to enter into agreements with these agencies to undertake investigations and conciliations of charges that would otherwise be investigated and conciliated by the EEOC.¹³ The EEOC currently has work sharing agreements with 95 state and local FEPAs. These organizations resolved 44,377 charges in FY 2011.¹⁴

The agency also works with 64 Tribal Employment Rights Organizations (TEROs) and has entered into contracts with TEROs so that they can advocate for Native American employment and Native American preference with employers on or near their reservations or lands.

Federal Government Sector. Title VII and subsequent employment antidiscrimination laws guarantee that “[a]ll personnel actions” affecting employees or applicants for employment by the federal agencies “shall be made free from any discrimination” based on race, color, religion, sex, national origin, age, disability or genetic information. Federal employees are also protected against retaliation for complaining about discrimination, filing a charge of discrimination, or participating in an employment discrimination investigation or lawsuit. The EEOC is charged with both adjudicatory and oversight responsibilities with regard to this guarantee.

A federal employee or applicant (“the complainant”) who believes he or she has been subjected to unlawful employment discrimination must first contact his or her agency’s equal employment opportunity (“EEO”) counselor, who will provide the complainant with the choice of participating either in EEO counseling or in a federal alternative dispute resolution (“ADR”) program. If the matter is not settled during counseling or through ADR,¹⁵ the complainant may file a formal complaint with his or her agency’s EEO office and the agency must investigate the complaint if it determines the complaint meets jurisdictional and other requirements. While the investigatory processes of an agency are governed by procedural regulations issued by the EEOC, an agency has full control over the investigation itself.¹⁶

At the conclusion of the investigation, the complainant is given the option of requesting a hearing with an EEOC administrative judge (“AJ”), who will adjudicate and rule on the claim, or asking their agency to issue a final decision as to whether discrimination occurred. If the complainant chooses the latter course and asks for a final agency decision, he or she can appeal the final agency decision to the EEOC. The EEOC will review the decision by the agency, adjudicate the claim, and issue a final decision. A complainant may pursue his or her claim in court if a final decision is not issued within 180 days of the date the complaint or EEOC appeal was filed.¹⁷

If the complainant chooses to have an AJ hear his or her claim and is dissatisfied with the judge’s decision, the complainant may file an appeal with the EEOC. Their agency may also file an appeal from an AJ’s determination. The EEOC will review the ruling by the AJ, adjudicate the claim, and issue a final appellate decision.

The EEOC has authority to provide appropriate remedies to a federal complainant, including reinstatement, back pay, and damages. Relief ordered by the EEOC is binding on an agency, except in limited circumstances, and the agency may not appeal an adverse decision in federal court. As with a charging party in the private sector, the federal complainant may file a lawsuit in federal court to resolve the claims of discrimination once the EEOC's final decision has been issued.

The EEOC also has oversight responsibilities in the federal sector. The EEOC is authorized to review, approve, and evaluate federal agency equal employment opportunity plans and affirmative action programs and to review and evaluate the operation of all federal agency EEO programs. The EEOC conducts comprehensive reviews of federal agencies' EEO programs and their progress toward attaining model EEO status under Management Directive 715. Each review is tailored to the individual agency's needs and may include a written workforce analysis by race, sex, national origin and disability. A review also provides assistance in identifying barriers to equal opportunity at an agency and helps formulate plans to eliminate such barriers. The EEOC may also undertake on-site program evaluations that may result in remedial recommendations and a schedule of compliance reports.

Education & Outreach

In addition to administrative and litigation enforcement, the EEOC is also required to provide technical assistance and training regarding the laws and regulations it enforces. The EEOC fulfills this mandate in the private, state and local government, and federal sectors by conducting no-cost outreach and technical assistance education programs, as well as fee-based training and technical assistance education programs through the EEOC Training Institute.



MISSION AND VISION STATEMENTS

The EEOC's mission is to:

Stop and Remedy Unlawful
Employment Discrimination

The EEOC's vision is:

Justice and Equality in
the Workplace

STRATEGIC PLAN DIAGRAM





PERFORMANCE MEASURES

STRATEGIC OBJECTIVE I

Performance Measure 1 for Strategy I.A.1

By FY 2016, the EEOC develops, issues, implements, evaluates, and revises, as necessary, a Strategic Enforcement Plan.

Performance Measure 2 for Strategy I.A.2 and Strategy III.A.2

By FY 2016, TBD% of investigations and conciliations meet the criteria established in the new Quality Control Plan.

Performance Measure 3 for Strategy I.A.2 and Strategy III.A.2

By FY 2016, 100% of federal sector case inventory is categorized according to a new case management system and TBD% of hearings and appeals meet the criteria established in the new federal sector Quality Control Plan.

Performance Measure 4 for Strategy I.A.3

By FY 2016, TBD% of the cases in the agency's litigation docket are systemic cases.

Performance Measure 5 for Strategy I.A.4

By FY 2016, the EEOC uses an integrated data system to identify potentially discriminatory policies or practices in federal agencies and has issued and evaluated TBD number of compliance plans to address areas of concern.

Performance Measure 6 for Strategies I.B.1 and I.B.2

By FY 2016, a TBD% of the EEOC's administrative and legal resolutions contain targeted, equitable relief.

Performance Measure 7 for Strategies I.B.1 and I.B.2

By FY 2016, a TBD% of resolutions by FEPAs contain targeted, equitable relief.

STRATEGIC OBJECTIVE II

Performance Measure 8 for Strategy II.A.1

By FY 2016, the EEOC is maintaining TBD significant partnerships with organizations that represent vulnerable workers and/or underserved communities.

Performance Measure 9 for Strategy II.B.1

By FY 2016, the EEOC is maintaining TBD significant partnerships with organizations that represent small or new business (or with businesses directly).

Performance Measure 10 for Strategies II.A.1 and II.B.1

By FY 2013, the EEOC implements a social media plan.

Performance Measure 11 for Strategies II.A.2 and II.B.2

The EEOC reviews, updates, and/or augments with plain language materials its sub-regulatory guidance, as necessary.

STRATEGIC OBJECTIVE III

Performance Measure 12 for Strategy III.A.1

The EEOC strengthens the skills and improves the diversity of its workforce.

Performance Measure 2 for Strategy I.A.2 and Strategy III.A.2

By FY 2016, TBD% of investigations and conciliations meet the criteria established in the new Quality Control Plan.

Performance Measure 3 for Strategy I.A.2 and Strategy III.A.2

By FY 2016, 100% of federal sector case inventory are categorized according to a new case management system and TBD% of hearings and appeals meet the criteria established in the new federal sector Quality Control Plan.

Performance Measure 13 for Strategy III.A.3

The EEOC improves the private sector charge process to streamline services and increase responsiveness to customers throughout the process.

BUDGETARY RESOURCES MEASURE

Performance Measure 14

The EEOC's budgetary resources for FY 2014–2017 align with the Strategic Plan.

STRATEGIC OBJECTIVE I

COMBAT EMPLOYMENT DISCRIMINATION THROUGH STRATEGIC LAW ENFORCEMENT

Strategic Objective I, to combat employment discrimination through strategic law enforcement, reflects the EEOC's primary mission of preventing unlawful employment discrimination through: 1) the administrative (investigation and conciliation) and litigation enforcement mechanisms Congress has given the agency with regard to private employers, labor organizations, employment agencies, and state and local government employers; and 2) the adjudicatory and oversight mechanisms Congress has given the agency with regard to federal employers. In keeping with the agency's statutory mandate, the majority of the EEOC's financial and human resources will be devoted to Strategic Objective I.¹⁸

There are two outcome goals for Strategic Objective I:

Outcome Goal I.A: Have a broad impact on reducing employment discrimination at the national and local levels; and

Outcome Goal I.B: Remedy discriminatory practices and secure meaningful relief for victims of discrimination.

In the past two years, the EEOC has annually received nearly 100,000¹⁹ individual private sector charges of discrimination and 14,000 federal sector requests for hearings and appeals.²⁰ The large number of individual charges of discrimination, and federal sector requests for hearings and appeals that the EEOC receives has required the agency to think strategically about targeting its efforts to ensure the strongest impact possible in its efforts to stop unlawful employment discrimination.

In 1996, the Commission adopted a National Enforcement Plan and required District Offices to develop Local Enforcement Plans.²¹ These plans reviewed EEOC charge data, reassessed national and local enforcement needs, and set substantive priorities for equal employment law enforcement at both the national and local levels. In addition, the National Enforcement Plan delegated authority to the General Counsel to initiate litigation without the express vote of the Commission, except in limited circumstances.

In 1995, the Commission adopted a Priority Charge Handling Procedures (PCHP) system to categorize and expedite the handling of its charge inventory and to allow the agency to focus its resources on strategic enforcement.²² The PCHP system was designed to work in tandem with the National Enforcement Plan so that agency investigators and litigators could focus their resources strategically. Of key importance, the PCHP system revoked an approach of "full investigation" under which Commission staff fully investigated every charge without making a preliminary assessment of the potential merits of the charge.



In the past two years, the EEOC has annually received nearly **100,000 individual private sector charges** of discrimination and **14,000 federal sector requests** for hearings and appeals.

In 2000, the Commission developed an internal Comprehensive Enforcement Program that built on the National Enforcement Plan and created best practices for the internal workings of the agency.

In 2006, the Commission adopted its Systemic Initiative.²³ This Initiative makes the identification, investigation, and litigation of systemic discrimination cases—pattern or practice, policy, and/or class cases where the alleged discrimination has a broad impact on an industry, profession, company, or geographic area—a top priority. The Systemic Initiative also seeks to ensure that the EEOC has a coordinated, strategic, and effective approach to such cases. The Initiative requires the agency to effectively use its administrative and litigation tools—including Commissioner Charges, directed investigations, and the strategic use of empirical data—to identify and stop discriminatory policies and other instances of systemic discrimination.

The Commission has not updated the EEOC's National Enforcement Plan since its adoption in 1996 and many District Offices no longer prepare Local Enforcement Plans. Instead, the administrative and litigation enforcement priorities of the agency have been updated through other means, such as the Systemic Initiative and the priorities announced by each Chair. While these means of priority setting are critical, they should complement and augment, not replace, an overall enforcement strategy.

Moreover, while the PCHP system initially resulted in a significant reduction in the EEOC's pending charge inventory,²⁴ that inventory increased significantly between FY 2002 and 2008.²⁵ The agency's pending inventory continued to grow between FY 2008 and 2010, albeit more slowly.²⁶ An independent evaluation of the PCHP system, conducted by the Federal Consulting Group between 2007 and 2009 and submitted to the Commission in 2011, indicated that a more rigorous and uniform implementation of the PCHP system across field offices was needed to ensure the agency met the demands of incoming charges.²⁷ Rigorous and consistent implementation of PCHP is also required to ensure the agency targets its efforts on those charges that will have the broadest impact on stopping unlawful employment discrimination. To this end, the Chair has begun working on a Plan to Manage and Reduce the Charge Inventory, which identifies barriers to proper PCHP implementation and recommends solutions that will enable PCHP to be fully and properly implemented. The results have been positive, by FY 2010 the EEOC's field offices had slowed the growth of the pending charge inventory and by FY 2011 reduced the pending charge inventory by nearly 8,000 charges—the first reduction in nearly a decade, even as the Commission received nearly 100,000 new charges in FY 2010 and FY 2011.²⁸

As the EEOC works to rigorously enforce PCHP, a reduction in its charge inventory must not result in a reduction in the quality of investigations or premature closing of meritorious charges. One of the EEOC's greatest challenges has been to create a system that rewards effective investigations and conciliations and does not incentivize the closure of charges simply to achieve closures.

With this in mind, the EEOC's strategies for achieving Outcome Goal I.A are:

Strategy I.A.1: Develop and implement a Strategic Enforcement Plan that: (1) establishes EEOC priorities and (2) integrates the EEOC's investigation, conciliation and litigation responsibilities in

the private and state and local government sectors; adjudicatory and oversight responsibilities in the federal sector; and research, policy development, and education and outreach activities;

Strategy I.A.2: Rigorously and consistently implement charge and case management systems to focus resources and enforcement on EEOC priorities;

Strategy I.A.3: Use administrative and litigation mechanisms to identify and attack discriminatory policies and other instances of systemic discrimination; and

Strategy I.A.4: Use EEOC decisions and oversight activities to target discriminatory practices and policies in federal agencies.

The strategies for achieving Outcome Goal I.B are:

Strategy I.B.1: Ensure that remedies end discriminatory practices and deter future discrimination; and

Strategy I.B.2: Seek remedies that provide meaningful relief to individual victims of discrimination.

The Commission has developed six performance measures to track its progress in pursuing these strategies and one performance measure to track the progress of its state and local partners.

Performance Measure 1 for Strategy I.A.1: By FY 2016, the EEOC develops, issues, implements, evaluates, and revises, as necessary, a Strategic Enforcement Plan.

FY 2012	<p>The agency develops a draft Strategic Enforcement Plan.</p> <p>The Commission votes on a Strategic Enforcement Plan no later than September 30, 2012. (See Appendix B for more details on the Plan’s development.)</p>
FY 2013	<p>The agency distributes implementation guidance for the Strategic Enforcement Plan.</p> <p>The agency begins to implement the Strategic Enforcement Plan.</p> <p>If required in the Strategic Enforcement Plan, District Offices and the Office of Federal Operations develop local and federal sector enforcement plans by March 29, 2013.</p>
FY 2014	<p>The agency fully implements the Strategic Enforcement Plan.</p>
FY 2015	<p>The Commission evaluates the Strategic Enforcement Plan.</p>
FY 2016	<p>The Commission revises and votes on a new Strategic Enforcement Plan, as necessary.</p>

A Strategic Enforcement Plan... **will ensure a targeted, concentrated, and deliberate effort** to identify and pursue priority issues and practices....



A Strategic Enforcement Plan (SEP), which would replace the current National Enforcement Program, will ensure a targeted, concentrated, and deliberate effort to identify and pursue priority issues and practices that significantly affect applicants, employees and employers. In addition to outlining substantive priorities, the plan may prioritize types of investigations and cases. The Commission will develop the SEP based on data derived from research, charges, and input from experts and stakeholders.

The SEP will also further an integrated, holistic approach to enforcement by: 1) lowering the conceptual barrier between the EEOC's work in the investigation and conciliation stage and its work in the litigation stage, 2) incorporating the EEOC's oversight and adjudicatory work in the federal sector; and 3) integrating the agency's education and outreach activities into its enforcement efforts. The result will be an EEOC where all of its operations work in tandem to achieve its mission of stopping and remedying unlawful employment discrimination.

As part of the development of the plan, the Commission will decide whether District Offices should develop local strategic enforcement plans and whether the Commission's Office of Federal Operations should develop a federal sector enforcement plan. If so, these local and federal sector plans will complement and augment the national plan, but also reflect the needs of their respective offices.

Work on the Strategic Enforcement Plan will begin in March 2012 and will be approved by the Commission no later than September 2012. The Commission will draw on the expertise of its staff from both Headquarters and throughout the field to ensure that a diversity of views is heard. In addition, as noted in Appendix B, the Commission will solicit the views of a range of stakeholders, including Congress, FEPA's, members of the plaintiffs and defense bars, and members of the general public.

Performance Measure 2 for Strategy I.A.2 and Strategy III.A.2: By FY 2016, TBD% of investigations and conciliations meet the criteria established in a new Quality Control Plan.

FY 2013	<p>The agency develops a draft Quality Control Plan that establishes criteria to measure the quality of investigations and conciliations and develops a peer review assessment system.</p> <p>The Commission votes on a Quality Control Plan no later than February 28, 2013. (See Appendix B for more details on the Plan's development.)</p>
FY 2014	<p>Apply the criteria and the peer review assessment system to a statistically significant sample of investigations and conciliations. Based on that analysis, develop a baseline of existing quality and set targets for improved quality.</p>
FY 2015	<p>TBD% of investigations and conciliations meet targets for quality.</p>
FY 2016	<p>TBD% of investigations and conciliations meet targets for quality.</p>

Over the past several years, the EEOC has consistently met existing quality control goals for its investigations—usually achieving a performance rate of approximately 90%.²⁹ However, the existing criteria used to rate quality do not capture the full range of components that must be present to guarantee a quality investigation and conciliation. For example, the current criteria measure whether a charge has been correctly categorized within the PCHP system and whether the charge has been correctly filed and updated in the agency’s data system. These criteria do not, however, measure whether charges are appropriately re-assessed on a timely basis, how efficient and timely the investigation has been, what the investigation actually consisted of, and whether the investigator correctly applied the law to the facts of the charge.

Performance Measure 2 requires the Commission to develop appropriate criteria, such as these, for measuring the quality of investigations and conciliations. In addition, this measure requires the Commission to develop a peer review assessment system that will be used to judge the quality of investigations and conciliations.

Appendix C of the Strategic Plan sets forth a timeline for the Commission’s receipt of information from both internal and external stakeholders in order to develop an appropriate Quality Control Plan for investigations and conciliations.

Performance Measure 3 for Strategy I.A.2 and Strategy III.A.2: By FY 2016, 100% of federal sector case inventory is categorized according to a new case management system and TBD% of hearings and appeals meet the criteria established in the new Federal Sector Quality Control Plan.

FY 2013	Develop categories for federal sector cases. Develop, pilot and implement new processes and technology, ensuring appropriate guidance, documentation, and staff training.
FY 2014	100% of all incoming hearings requests and appeals and 50% of old case inventory are categorized. Develop a Federal Sector Quality Control Plan to establish criteria to measure the quality of federal sector hearings and appeals.
FY 2015	100% of incoming and old case inventory is categorized. Apply the quality criteria to a statistically significant sample of federal sector decisions (hearings and appeals), develop a baseline of quality, and set targets for improved quality.
FY 2016	100% of incoming and old case inventory are categorized. TBD% of hearings and appeals meet targets for quality.

The EEOC is responsible for holding hearings and reviewing and ruling on final agency decisions of discrimination complaints in the federal sector. As in the private sector, budgetary constraints have led to fewer available Administrative Judges and Office of Federal Operations Appellate

The EEOC is responsible for holding hearings and **reviewing** and **ruling on final agency decisions of discrimination complaints** in the federal sector.



Attorneys at a time when requests for hearings and appeals are increasing.³⁰ These factors, coupled with a targeted focus under the agency's prior strategic plan of resolving an increasing percentage of appeals in less than 180 days, contributed to a steady rise in the number of older appeals, as well as the overall age of the appellate inventory.

Recent years have seen improvements. In FY 2011, the agency instituted a more balanced approach to the resolution of appeals, focusing on both new and old appeals, and employed innovative strategies to address the federal sector workload. The effect of this approach was dramatic.³¹ It is clear, however, that in the absence of greater budgetary resources, additional innovations will be needed to continue this trend.

As the agency has already done for private sector activities, this performance measure will create a new case management system for handling federal sector hearings and appeals. The measure will also create a new federal sector quality control plan.

New Federal Sector Case Management System

The Commission has never developed a formal categorization system for cases heard by its Administrative Judges (AJs) or for appeals to the EEOC. Rigorous implementation of a new case management system for federal sector hearings and appeals will enable the agency to bring consistency and greater efficiencies to the processing of federal sector complaints. In addition, such a system will allow the agency to track cases that raise priority issues set forth in its Strategic Enforcement Plan.

As a general matter, most AJs review their cases when they are assigned to determine if they can be settled or resolved quickly. But if an AJ receives a significant policy case, or a large class action case, the EEOC's system for tracking the work of AJs does not sufficiently take into account the greater time and effort required for such cases. The same is true with regard to cases heard on appeal, in which opinions are drafted by EEOC attorneys. The new case management system will enable appropriate tracking of such work.

New Federal Sector Quality Control Plan

Ongoing quality assessments are done in the course of ordinary supervision for both AJs and Office of Federal Operations personnel.³² However, to parallel the private sector effort, the EEOC will develop appropriate criteria for measuring the quality of hearing decisions and appeals, and will apply those quality criteria to a significant sample of federal sector decisions to determine a baseline of quality and to set targets for improved quality.

The Commission will consult with its AJs, its staff from the Office of Federal Operations, and outside stakeholders during these efforts.

Performance Measure 4 for Strategy I.A.3: By the end of FY 2016, TBD% of the cases in the agency's litigation docket are systemic cases.

FY 2012	Establish a baseline and project future targets.
FY 2013	Increase targets to TBD%.
FY 2014	Increase targets to TBD%.
FY 2015	Increase targets to TBD%.
FY 2016	Increase targets to TBD%.

Systemic cases are pattern or practice, policy, and/or class cases where the alleged discrimination has a broad impact on an industry, occupation, business, or geographic area. This performance measure will provide an incentive for the EEOC to conduct systemic investigations when it finds evidence of potential widespread discriminatory practices. This measure will also require the agency to prioritize the systemic cases it chooses to litigate and to bring fewer individual and small class claims of discrimination, since systemic litigation requires significantly greater resources than other types of litigation.

As the EEOC gradually increases the proportion of systemic cases in its litigation docket, the strategic selection of individual and small class cases will take on greater importance. In making these strategic selections, the Commission will be cognizant of its statutory mandate of preventing unlawful employment discrimination under all of the statutes it enforces, under all protected bases, and involving a wide range of employment actions. In addition, the Commission will be mindful that in some regions of the country, the federal government has an even greater role to play in ensuring individual victims of employment discrimination can seek legal redress.

Performance Measure 5 for Strategy I.A.4: By FY 2016, the EEOC uses an integrated data system to identify potentially discriminatory policies or practices in federal agencies and has issued and evaluated TBD number of compliance plans to address areas of concern.

FY 2013	Create and implement a data system of complaint, hearing, and statistical employee data in order to establish priorities in the federal sector.
FY 2014	Conduct TBD number of on-site program evaluations focused on identified priorities and issue compliance plans.
FY 2015	Conduct TBD number of on-site program evaluations focused on identified priorities and issue compliance plans.
FY 2016	Review compliance plans to determine if they have been implemented, and if not, determine what corrective action should be taken.



The federal government is the largest employer in the United States.

The federal government is the largest employer in the United States. Thus, reducing unlawful employment discrimination in the federal sector is an integral part of achieving Strategic Objective I and fulfilling the mission of the agency. Moreover, as the largest employer in the United States, the federal government has tremendous influence over the employment practices of private and public employers in the United States and around the world. Thus, the promotion of equal employment opportunity in the federal government can positively impact all employees and job-seekers.

In order to do that, the EEOC must understand fully what equal employment trends exist in the federal government. This performance measure requires the EEOC to use the various data it already collects from federal agencies to develop an integrated data system that can identify potentially discriminatory policies or practices in the federal agencies and help set priorities for the prevention of discrimination in the federal government.

The agency currently collects aggregate data regarding EEO complaints in federal agencies, agency diversity efforts, appeals, and compliance with appellate orders. An integrated data system, however, will allow the agency to collect, store, and link data that previously has been maintained in separate systems. The system will permit staff to perform more meaningful and comparative analyses of federal agencies’ equal employment opportunity and affirmative action programs.

In keeping with its oversight authority, in FY 2014 and FY 2015, the EEOC will conduct a number of on-site program evaluations of federal agencies regarding priority areas that have been identified through the integrated data system and will issue compliance plans. These plans will include a series of steps for federal agencies to take to correct any discriminatory practices. The number of on-site evaluations will be determined based on the baseline set in FY 2013. In FY 2016, the EEOC will review the compliance plans issued in FY 2014 and FY 2015 to determine if they have been implemented successfully, and if not, what corrective action should be taken.

Performance Measure 6 for Strategies I.B.1 and I.B.2: By FY 2016, a TBD% of the EEOC’s administrative and legal resolutions contain targeted, equitable relief.

FY 2013	Collect data on the percentage of administrative and legal resolutions currently containing targeted, equitable relief. Establish baseline of existing targeted, equitable relief in resolutions and project future targets for different types of targeted, equitable relief.
FY 2014	Increase targets by TBD% or maintain targets.
FY 2015	Increase targets by TBD% or maintain targets.
FY 2016	Increase targets by TBD% or maintain targets.

Performance Measure 7 for Strategy I.B.1 and 1.B.2: By FY 2016, a TBD% of resolutions by FEPAs contain targeted, equitable relief.

FY 2012	In conjunction with FEPAs, identify, design, and implement reporting process(es) to determine what percentage of resolutions by FEPAs contain targeted, equitable relief.
FY 2013	Collects data from FEPAs, establishes baseline of existing targeted, equitable relief in resolutions and project future targets for different types of targeted, equitable relief.
FY 2014	FEPAs increase targets by TBD% or maintain targets.
FY 2015	FEPAs increase targets by TBD% or maintain targets.
FY 2016	FEPAs increase targets by TBD% or maintain targets.

An important activity undertaken by both the EEOC and state and local FEPAs is negotiating resolutions of charges after an investigation has determined that there is reasonable cause to believe that unlawful employment discrimination has occurred. It is neither appropriate nor feasible to set a target for the number of reasonable cause determinations the agency makes since every investigation is dependent on the particular facts of the case. However, it is appropriate to set a goal for the type of relief that should be sought in resolutions of cases once reasonable cause has been found.

Performance Measures 6 and 7 are designed to encourage the EEOC and the FEPAs to seek relief in these cases that goes beyond compensatory or punitive damages for individual victims of discrimination. While it is important that the EEOC and FEPAs seek meaningful relief for individuals, the ultimate interest of government agencies must be to protect not only the original charging parties, but all employees and job-seekers from unlawful discriminatory practices.

Targeted, equitable relief means any non-monetary and non-generic relief (other than the posting of notices in the workplace about the case and its resolution), which explicitly addresses the discriminatory employment practices at issue in the case, and which provides remedies to the aggrieved individuals or prevents similar violations in the future. Such relief may include training for supervisors and employees, development of policies and practices to deter future discrimination, and external monitoring of employer actions, as appropriate.

For example, injunctive provisions barring the specific kind of discrimination at issue in a case qualify as targeted, case-specific equitable relief; i.e., “enjoined from race discrimination against African Americans in hiring accountants at [facilities covered by the case].” However, provisions which merely bar discrimination in broad statutory terms would not qualify under the definition; e.g., “enjoined from engaging in race discrimination,” or “enjoined from violating



Title VII.” Likewise, requirements for EEO training of managers, supervisors, and HR employees that explicitly address the kind of discriminatory practices at issue in a case qualify under the definition; e.g., “training to address issues of, and remedies for, sexual harassment in the workplace” or “training to address the procedures for providing reasonable accommodations to a qualified individual with a disability.” However, training would not be included within the definition if it merely provided an overview of Title VII, ADA, ADEA, and EPA requirements.

The Strategic Enforcement Plan will also provide examples of using resolutions to discourage employers, other than the respondent, from engaging in similar discriminatory practices.

STRATEGIC OBJECTIVE II

PREVENT EMPLOYMENT DISCRIMINATION THROUGH EDUCATION AND OUTREACH

Strategic Objective II, to prevent employment discrimination through education and outreach, reflects the fact that the EEOC must also work to prevent employment discrimination before it occurs. Investigations, conciliations and litigation are only some of the means by which the EEOC fulfills its mission and vision. In Title VII, Congress expressly required the agency to engage in education and outreach activities, including providing training and technical assistance, for those with rights and responsibilities under employment antidiscrimination laws.

Educational and outreach programs, projects, and events are also cost effective law enforcement tools because they promote understanding of the law and voluntary compliance with the law. All parties, including the American taxpayer, benefit when the workplace is free of discrimination and everyone has access to equal employment opportunity.

To this end, the two outcome goals for Strategic Objective II are:

Outcome Goal II.A: Members of the public understand and know how to exercise their right to employment free of discrimination; and

Outcome Goal II.B: Employers, unions and employment agencies (covered entities) better address and resolve EEO issues, thereby creating more inclusive workplaces.

The EEOC is required to target its education and outreach program to those persons “who historically have been victims of employment discrimination and have not been equitably served by the Commission” and to “individuals on whose behalf the Commission has authority to enforce” any law prohibiting employment discrimination.³³ Such programs are to include information on rights and obligations under the law. The Commission also believes it is important to target subsets of people within protected classes, such as persons of color under the age of 30 or low-skilled workers and new immigrants who may be unfamiliar with the nation’s equal employment laws.

Moreover, it is also important for the agency to target underserved subsets of the employer community, including small and new businesses. Given their size and limited resources, such businesses are often less able to take advantage of the EEOC’s training programs and are less likely to have in-house human resources professionals to assist them with compliance. In early FY 2012, the agency launched a Small Business Task Force to address issues faced by small businesses. It is clear, based on preliminary information collected by that Task Force, that additional efforts are needed to reach small businesses. In addition, the agency has found that new businesses, many of which are small businesses, also need greater targeted outreach.

In all of these activities, the EEOC is required, by statute, to “cooperate with other departments and agencies in the performance of such educational and promotional activities.”³⁴ The state and local FEPAs are important collaborators in this regard, as are the regional offices of the Department of Labor’s Office of Federal Contract Compliance Programs.



Part of the EEOC's efforts to **strengthen** and **target** its education and outreach activities will also include an **improved Internet and social media presence**.

Part of the EEOC's efforts to strengthen and target its education and outreach activities will also include an improved Internet and social media presence. The EEOC's current website provides critical educational materials, including information on the laws that the agency enforces, the private sector charge and federal sector complaint processes, and various publications. Moreover, the agency is engaged in an ongoing effort to make its website more user-friendly and accessible.

Despite these efforts to modernize, the EEOC is not fully leveraging the Internet to directly reach its customers—employees; job-seekers; private, state, local and federal employers; unions; employment agencies; attorneys; judges; issue advocates; and policymakers. In addition, the EEOC has not yet used social media to promote its education and outreach activities and to encourage greater use of its website.

Finally, many of the agency's sub-regulatory documents need to be reviewed and updated and/or augmented with plain language materials so that employers, employees and applicants understand their rights and responsibilities under the law.

To this end, there are three strategies for achieving the goals of Strategic Objective II:

Strategy II.A.1: Target outreach to vulnerable workers and underserved communities;

Strategy II.B.1: Target outreach to small and new businesses; and

Strategy II.A.2 and II.B.2: Provide up-to-date and accessible guidance on the requirements of employment antidiscrimination laws.

The Commission has developed four performance measures to track its progress in pursuing these strategies.

In FY 2011, the EEOC's outreach program organized more than 6,200 no-cost outreach and education activities across the nation for those in both the private sector and government sectors. The EEOC Training Institute conducted 480 fee-based training and technical assistance events for those in both the private sector and government sectors. In total, these activities were attended by nearly 540,000 individuals.³⁵ Included in that number are representatives of more than 63,000 employers or other covered entities. These events have been well attended and successful and the EEOC expects to continue to offer this training and technical assistance. However, the Commission does not believe that a focus solely on the number of events held or number of attendees is the best way to measure its public education impact, particularly in an era of constrained resources. Thus, Performance Measures 8 and 9 are focused on rewarding and encouraging interactive and sustained partnerships with community organizations and businesses that are in the communities we are trying to reach.

Performance Measure 8 for Strategy II.A.1: By FY 2016, the EEOC is maintaining TBD significant partnerships with organizations that represent vulnerable workers and/or underserved communities.

FY 2013	The number of significant partnerships with organizations that represent vulnerable workers and/or underserved communities increases by TBD, nationally.
FY 2014	The number of significant partnerships with organizations that represent vulnerable workers and/or underserved communities increases by TBD, nationally.
FY 2015	The number of significant partnerships with organizations that represent vulnerable workers and/or underserved communities is maintained, nationally.
FY 2016	The number of significant partnerships with organizations that represent vulnerable workers and/or underserved communities is maintained, nationally.

Performance Measure 9 for Strategy II.B.1: By FY 2016, the EEOC is maintaining TBD significant partnerships with organizations that represent small or new businesses (or with businesses directly).

FY 2012	Provide a more detailed definition of significant partnerships; provide instructions for identifying organizations that represent small or new businesses (or for identifying individual businesses); collect examples of existing significant partnerships with such organizations or businesses; and share best practices across EEOC offices. Create a baseline of existing significant partnerships and set national targets.
FY 2013	The number of significant partnerships with organizations that represent small or new businesses (or with businesses directly) increases by TBD, nationally.
FY 2014	The number of significant partnerships with organizations that represent small or new businesses (or with businesses directly) increases by TBD, nationally.
FY 2015	The number of significant partnerships with organizations that represent small or new businesses (or with businesses directly) is maintained, nationally.
FY 2016	The number of significant partnerships with organizations that represent small or new businesses (or with businesses directly) is maintained, nationally.



Due to the varied size, capacity, geographic area covered, and focus of each EEOC field office, the implementation of these measures will require that some offices increase their number of significant partnerships in FY 2013 while other offices will simply need to maintain their current number. Each office's needs and capabilities will be assessed in FY 2012 as part of setting overall targets for the agency.

While a more detailed definition for significant partnerships will be issued in FY 2012, examples of existing partnerships for Performance Measures 8 and 9 include:

- Partnering with the local Mexican Consulate and high school interns to record English and Spanish audio public service announcements targeting farm worker youth at risk of sexual abuse on the job.
- Partnering with a local Disability and Business Technical Assistance Center to conduct webinars, co-host community events on the *Americans with Disabilities Act Amendments Act (ADAAA)*, and participate in its disability trainer network.
- Partnering with the local Chamber of Commerce's small business division to increase the EEOC's presence at monthly meetings so that owners can ask questions of the EEOC directly.
- Partnering with a local university's Human Resources Management program to co-host a free, educational event for small businesses.

Performance Measure 10 for Strategies II.A.1 and II.B.1: By FY 2013, the EEOC implements a social media plan.

FY 2012	Establish a Social Media Working Group; set a baseline and determine the appropriate technology needed to implement social media and information distribution systems; and draft initial social media strategy.
FY 2013	Implement the social media plan.
FY 2014	Assess plan and update, as necessary.

This performance measure will ensure that the EEOC moves into the 21st Century by utilizing social media technologies to reach EEOC's customers.

The social media plan will build upon existing efforts to make the content on EEOC's website more accessible and user-friendly and better use the Internet and other technology in the private and state and local government sectors and federal sector charge processes. It will use multiple forms of social media platforms, and educational content appropriate for each platform, with the goal of informing users about their rights and responsibilities under the laws the agency enforces. The plan will drive EEOC's customers to the agency's website for more information. Moreover, the plan will ensure that the EEOC's social media strategies are consistent with the Strategic Enforcement Plan, the Chair's priorities, and other appropriate directives.

Performance Measure 11 for Strategies II.A.2 and II.B.2: The EEOC reviews, updates, and/or augments with plain language materials its sub-regulatory guidance, if necessary.

This performance measure will ensure that the EEOC's sub-regulatory guidance and documents are reviewed and that, where necessary, they are updated and accompanied by plain language text.

The agency's enforcement work in the private sector, its adjudicatory and oversight work in the federal sector, and its outreach and education work all depend on the availability of up-to-date and accessible materials explaining the laws it enforces and how to comply with those laws. While the regulations issued by the Commission set the basic legal framework for the implementation of those laws, sub-regulatory materials, including the EEOC's Compliance Manual, provide more tangible assistance to those with rights and responsibilities under such laws. These materials may or may not require a vote of the Commission and may include a range of guidances, best practices, Q & A's, and fact sheets.



The EEOC cannot accomplish **Strategic Objectives I and II** without addressing issues regarding its **staff** and **infrastructure**.

STRATEGIC OBJECTIVE III

DELIVER EXCELLENT AND CONSISTENT SERVICE THROUGH A SKILLED AND DIVERSE WORKFORCE AND EFFECTIVE SYSTEMS.

Strategic Objective III is intended to ensure that the EEOC delivers excellent and consistent service through supporting a skilled workforce and deploying effective systems.

Much of this objective is operational in nature and will be addressed in greater detail in plans external to the Strategic Plan. This does not, however, diminish the importance of this objective. The EEOC cannot accomplish Strategic Objectives I and II without addressing issues regarding its staff and infrastructure. In recognition of this, and to ensure the agency is held accountable for improving its operations where necessary, the Commission is including Strategic Objective III in its Strategic Plan.

For the purposes of the Strategic Plan, Strategic Objective III's primary goal is:

Outcome Goal III.A: All interactions with the public are timely, of high quality, and informative.

As noted in Strategic Objective I, it is a significant Commission priority to improve the timeliness and ensure the continued quality of its enforcement activities in the private, state and local government, and federal sectors. To this end, the agency is currently working to make its systems more effective by rigorously and consistently implementing PCHP and requiring a new Quality Control Plan in the private and state and local government sectors and a new categorization system and new Quality Control Plan in the federal sector.

In addition to these steps, the EEOC must also invest in the men and women who carry out its mission day-to-day. Ensuring that each staff member is highly skilled is a critical element in the effort to make all interactions with the public timely, of high quality, and informative. To keep up with the evolving needs of the modern workplace and any changes in EEO law interpretation, the EEOC must invest adequately in workforce development and planning.

Moreover, given the agency's mission and the nature of its work, it is also important that the EEOC's workforce be diverse. The agency must not only serve as an example to other private, state and local government, and federal employers, it should reflect the populations it serves.

Finally, to improve its customer service, the EEOC must ensure the effectiveness of its systems by leveraging technology to streamline, standardize, and expedite the charge process across its field offices—from the pre-charge intake to the start of the litigation process. Similarly, the EEOC must leverage technology for purposes of its federal sector hearings and appeals. In all sectors, technology should be used to keep parties informed about the progress of a charge or case throughout the process.

As a result, there are three strategies for achieving Strategic Objective III's outcome goal:

Strategy III.A.1: Effectively engage in workforce development and planning, including identifying, cultivating, and sustaining a skilled and diverse workforce.

Strategy III.A.2: Rigorously and consistently implement charge and case management systems to deliver excellent and consistent service; and

Strategy III.A.3: Use innovative technology to facilitate responsive interactions and streamline agency processes.

There are four performance measures for these strategies, including two that are included in Strategic Objective I:

Performance Measure 12 for Strategy III.A.1: The EEOC strengthens the skills and improves the diversity of its workforce.

The EEOC is currently in the process of developing and implementing plans that will strengthen the skills and improve the diversity of its workforce, but the inclusion of this measure in the Strategic Plan, sends a signal to the EEOC's internal and external stakeholders that the Commission takes seriously its commitment to have a skilled and diverse workforce.

The Strategic Human Capital Plan (SHCP) outlines the agency's structure, strategic goals, standards for success, and major human capital initiatives. Its alignment with the Strategic Plan will ensure that EEOC employees understand and support the agency's goals and approach, and have the skills, knowledge, and competencies necessary to perform their important work. The SHCP is developed, monitored, and modified pursuant to the principles and requirements set forth in the Human Capital Assessment and Accountability Framework (HCAAF). Beginning in FY 2012, and annually thereafter, the agency will establish human capital goals for the ensuing fiscal year that are aligned with the Strategic Plan and linked with the HCAAF measures. At the end of each target year, the agency will complete an assessment of its progress and publish its findings in the Performance Accountability Report.

The EEOC's Operational Plan for Increasing Employment of Individuals with Disabilities was released in FY 2012, pursuant to Executive Order 13548 on Increasing Federal Employment of Individuals with Disabilities. The EEOC's plan set a target of increasing the percentage of employees with targeted disabilities to 5% and increasing the percentage of employees with disabilities covered under the Americans with Disabilities Act to 20% of the EEOC workforce within five years. That plan is currently being implemented.

The EEOC's Diversity and Inclusion Plan is under development pursuant to Executive Order 13583 on Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce. The plan will be released in FY 2012 and will be modeled after the plan developed by the Office of Personnel Management (OPM), in partnership with the EEOC, for all federal agencies. The EEOC will continue to work with OPM and the Office of Management and Budget in implementing this Government-wide initiative, including reviewing executive agency plans and working to reconcile the Presidential Administration's diversity and inclusion efforts with the EEOC's Management Directive 715 requirements.³⁶

Performance Measure 2 for Strategy I.A.2 and Strategy III.A.2: By FY 2016, TBD% of investigations and conciliations meet the criteria established in a new Quality Control Plan. (See above.)

The EEOC is currently in the process of developing and implementing plans that will **strengthen the skills and improve the diversity** of its workforce...



Performance Measure 3 for Strategy I.A.2 and Strategy III.A.2: By FY 2016, 100% of federal sector case inventory are categorized according to a new case management system and TBD% of hearings and appeals meeting the criteria established in the new federal sector Quality Control Plan. (See above.)

Performance Measure 13 for Strategy III.A.3: The EEOC improves the private sector charge process to streamline services and increase responsiveness to customers throughout the process.

FY 2012	Define technology requirements, automated workflow, customer self-service opportunities, and system design specifications and establish targets.
FY 2013	Develop, pilot and implement new processes and technology in a phased and iterative manner, ensuring appropriate guidance, documentation and staff training.
FY 2014	Meet targets determined in FY 2012.
FY 2015	Meet targets determined in FY 2012.
FY 2016	Meet targets determined in FY 2012.

This performance measure will require the EEOC to leverage technology to improve the private and state and local government sectors charge process, including streamlining services and increasing responsiveness to customers throughout the process.

Initiatives that are currently in the requirements phase include: 1) developing an on-line system that will allow potential charging parties to submit a pre-charge inquiry for review; 2) providing on-line scheduling of appointments for intake interviews (via on-site meetings, web cams, and/or teleconference); 3) providing charging parties on-line access to check the status of their charge; 4) streamlining the intake process through automated workflow and data analysis; and 5) establishing a secure portal for electronic transmittal and receipt of charge-related documents.

While not addressed in this measure, the agency is near completion on efforts to leverage technology to improve the federal sector complaint process. Several initiatives will be completed in FY 2012 and FY 2013, including allowing complainants to electronically submit requests for hearings and appeals, check the status of their hearing/appeal on-line, and securely transmit and receive documents related to their hearing or appeal.

The EEOC is also reviewing requirements related to data collection, integration, and automated analysis that will increase efficiency and cross-office communication in two core areas: EEOC's Mediation Program and Systemic Charge Processing.

BUDGETARY RESOURCES MEASURE

Performance Measure 14: The EEOC's budgetary resources for FY 2014–2017 align with the Strategic Plan.

At every level within the EEOC, a common understanding of how the strategic priorities direct the work of the Agency is necessary for success. Although the Chair is already required to match the agency's fiscal priorities with its strategic priorities as identified in its strategic plans and annual performance plans, this performance measure's inclusion in the Strategic Plan will ensure greater accountability for doing so in each programmatic office and for the Commission as a whole.³⁷

Budgets should adequately fund priority programs, grow such programs to reflect the priorities, and protect against diminution when budgets are reduced. Accordingly, with direction from the Chair, budget submissions from each program office will explain how resources implement the strategies and goals of the Strategic Plan, which includes the Strategic Enforcement Plan. The Chair will examine the current allocation of resources and re-allocate resources, as needed, to align the agency's budget with the Strategic Plan in each fiscal year.



...The EEOC will continually **assess** and **prioritize** its resources to successfully accomplish its mission over the next five years.

EXTERNAL FACTORS AFFECTING ACHIEVEMENT OF STRATEGIC PLAN

Many factors outside the EEOC's control will affect its ability to achieve the objectives set forth in the Strategic Plan. These factors include upcoming budgetary changes, demographic changes in the country, court decisions, passage of new laws, and technological advances. The Commission contemplated the following external factors in drafting this plan.

- **Budgetary Factors.** As noted above, the Strategic Plan assumes no significant funding increases for fiscal years 2013–2016. Therefore, while budgetary decreases would not change the overall structure of the plan, they would impact how quickly the agency could achieve some of the plan's objectives. Regardless of budgetary changes, the Commission will continue to review available resources and priorities to ensure the appropriate allocation of funds across program areas.
- **Demographic Factors.** Demographic changes in the country, including migration patterns, educational levels of the population, the aging of the population, and the size of the population, will necessarily impact the EEOC's work. For example, national origin discrimination is often centered in areas with large immigrant populations. An office located in those areas will develop an expertise in workplace discrimination issues facing immigrants and will tailor its education and outreach efforts accordingly. As those populations migrate around the country, other offices will have to do the same. Moreover, as populations shift, the agency may need to reassess the size and location of its offices.
- **Legal Factors.** All federal agencies are impacted by legal changes, but this is particularly true of law enforcement agencies, such as the EEOC. U.S. Supreme Court interpretation of the laws EEOC enforces may require the agency to issue updated guidance and regulations. Moreover, these rulings may impact the substantive priorities adopted by the Commission and/or may result in additional charges being filed with the agency. For example, the Court's decision in *Wal-Mart v. Dukes*³⁸ to deny class certification for nearly 1.5 million female employees may result in some of those claimants filing sex discrimination charges against the company with the EEOC. Moreover, if new laws are passed under the EEOC's jurisdiction, then the implementation of those laws will necessarily affect the substantive priorities of the agency.
- **Technological Factors.** Changes in technology will impact how the EEOC interacts with its customers. When the previous Strategic Plan was drafted, Facebook was not as pervasive as it is today; Twitter had only been in existence a few months; and hand-held tablets did not exist. Each of these technologies is now commonplace and much of the public expects the EEOC to utilize them in its enforcement and education and outreach activities. While the Strategic Plan requires the creation and implementation of a social media plan to use these technologies, future technologies are likely to emerge that will also require a response.

Given all of the above factors, the EEOC will continually assess and prioritize its resources to successfully accomplish its mission over the next four to five years.

PROGRAM EVALUATIONS

Program evaluation is an important component of the EEOC's effort to assure that its programs are operating as intended and achieving results. A program evaluation is a thorough examination of program design and/or operational effectiveness that uses rigorous methodologies and statistical and analytical tools. Evaluations also use expertise internal and external to the agency and the program under review to enhance the analytical perspectives and lend credence to the methodologies employed, the evaluation processes and findings, and any subsequent recommendations.

Independent program evaluations have played an important role in formulating the strategic objectives and performance goals for the new FY 2012–2016 Strategic Plan. They have helped to shape some of the program issues and key focus areas for improvement, thereby increasing the plan's value as a management tool to guide the agency's strategic efforts in attaining overall productivity and program efficiency, effectiveness, and accountability. To that end, EEOC has undertaken the following program evaluations to advance its performance-based management initiatives under the *Government Performance and Results Management Act* (GPRAMA), and to improve the effectiveness of key agency programs. The findings and recommendations in these independent assessments of the agency's programs were used to guide development of its new strategic direction and objectives for the next four to five years.

Equal Employment Opportunity Commission: Organizing for the Future, National Academy of Public Administration (NAPA), February 2003.

Evaluation of Intake and End of Fiscal Year Closure of the Equal Employment Opportunity Commission Private Sector Charge Process, Development Services Group (DSG), Inc, November 2006.

Equal Employment Opportunity Commission Customer Satisfaction and Knowledge of Law Study Final Report, Federal Consulting Group (FCG), December 2008.

The Equal Employment Opportunity Commission (EEOC) – Office of Inspector General, *Evaluation of the Management of the EEOC's State and Local Programs*, Williams, Adley & Company-DC, LLP, March 2011.

U.S. Equal Employment Opportunity Commission Evaluation of the Priority Charge Handling Procedures Report, Federal Consulting Group (FCG), December 2010.

Consistent with the Administration's focus on improving the effectiveness of Government through rigorous evaluation and evidence-based policy initiatives, the EEOC will identify appropriate program areas for evaluation during the preparation of its GPRAMA Annual Performance Plans. This will ensure that its efforts align with its budget and other programmatic priorities. Each year, the agency will assess its progress and reaffirm its commitment to fulfilling its mission.



ACKNOWLEDGEMENTS

The EEOC's Fiscal Years 2012–2016 Strategic Plan was a collaborative endeavor, involving many EEOC employees and contractors. A special thank you is owed the leaders and members of the Strategic Planning Workgroup and Performance Measurement Group (Appendix A). The Commission would like to acknowledge and thank all contributors for their hard work and commitment to completing this plan, and more importantly, to fulfilling the mission and realizing the vision of the agency.

APPENDIX A—STRATEGIC PLANNING WORKGROUPS

STRATEGIC PLAN WORKGROUP AND PERFORMANCE MEASURE GROUP

Leadership

Claudia A. Withers, *Chief Operating Officer and Performance Improvement Officer*

Chai R. Feldblum, *Commissioner*

Deidre Flippen, *Director, Office of Research, Information and Planning and Deputy Performance Improvement Officer*

Executive Team

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Sharon Masling, *Chief of Staff, Office of Commissioner Chai Feldblum*

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Dexter Brooks, *Director of Federal Sector Programs, Office of Federal Operations*

Robert Canino, *Regional Attorney, Dallas District Office*

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Christopher Lage, *Assistant General Counsel, Office General Counsel*



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Gabrielle Martin, *President, National Council of EEOC Locals No. 216*

Pierrette McIntire, *Deputy Chief Information Officer and Chief Security Officer, Office of Information Technology*

Melissa Miller, *Division Director, Appeals Division B, Office of Federal Operations*

Levi Morrow, *Chief Negotiator, National Council of EEOC Locals No. 216*

Susan Murphy, *Special Assistant, Office of Commissioner Constance Barker*

Sue Noh, *Trial Attorney, Los Angeles District Office*

Christine Park-Gonzalez, *Program Analyst, Los Angeles District Office*

Gerald Patterson, *Human Resources Specialist, Office of Human Resources*

Joy Pentz, *Enforcement Manager, Indianapolis District Office*

Francis Polito, *Supervisory Administrative Judge, Philadelphia District Office*

Rosemarie Rhodes, *ADR Coordinator, Atlanta District Office*

Germaine Roseboro, *Director, Planning and Systems Services Division, Office of the Chief Financial Officer*

Valerie Sandy, *IT Project Manager, Immediate Office of the Chief Information Officer, Office of Information Technology*

Jerome Scanlan, *Assistant General Counsel, Office of General Counsel*

Wilma Scott, *Director, Jackson Area Office*

Cathy Ventrell-Monsees, *Senior Attorney Advisor, Office of Commissioner Stuart Ishimaru*

Steven Zanowic, *Special Assistant, Office of Commissioner Chai Feldblum*

APPENDIX B—TIMELINE FOR STRATEGIC ENFORCEMENT PLAN AND PRIVATE SECTOR QUALITY CONTROL PLAN

STRATEGIC ENFORCEMENT PLAN TIMELINE

March 2012	The Chair designates the Strategic Enforcement Plan Workgroup to develop a draft Strategic Enforcement Plan for the Commission's consideration.
April–June 2012	Internal briefings conducted by relevant EEOC programmatic offices for the Commission on current trends in employment discrimination and on current activities of the offices. Public town hall for stakeholders to provide suggestions to the Commission on the enforcement priorities of the agency.
July–August 2012	Workgroup circulates a draft of the plan to the Commission. Workgroup releases a draft of the plan for public comment.
September 2012	The Commission votes on a plan no later than September 30, 2012.

QUALITY CONTROL PLAN (PRIVATE AND STATE AND LOCAL GOVERNMENT SECTORS) TIMELINE

August 2012	The Chair designates the Quality Control Plan Workgroup to develop a draft Quality Control Plan for the Commission's consideration.
September–November 2012	Internal briefings conducted by relevant EEOC programmatic offices for the Commission on current quality of investigations and conciliations. Public town hall for stakeholders to provide suggestions to the Commission on investigations and conciliations by the agency.
December 2012–January 2013	The Workgroup circulates a draft of the plan to the Commission. The Workgroup releases a draft of the plan for public comment.
February 2013	The Commission votes on a plan no later than February 28, 2013.



APPENDIX C—EEOC ORGANIZATIONAL CHART

Commission

Jacqueline A. Berrien,
Chair

Stuart J. Ishimaru,
Commissioner

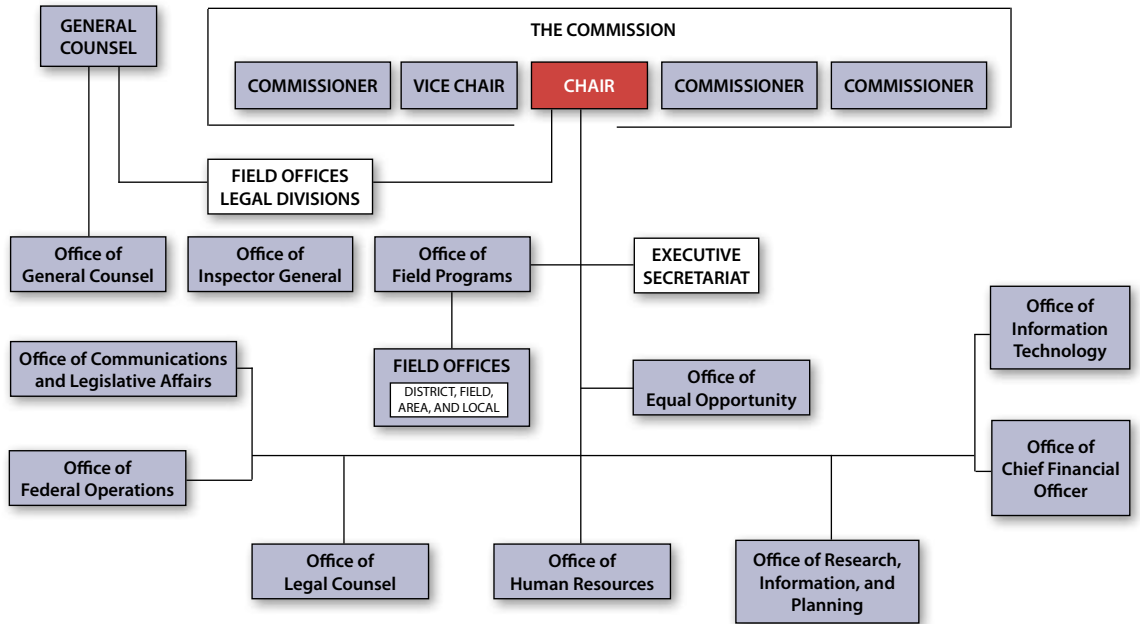
Constance S. Barker,
Commissioner

Chai R. Feldblum,
Commissioner

Victoria A. Lipnic,
Commissioner

General Counsel

P. David Lopez,
General Counsel



ENDNOTES

- 1 See 5 U.S.C. §306.
- 2 See 31 U.S.C. §115 (2006).
- 3 See 42 U.S.C. §2000e-4 (2006).
- 4 *Id.*
- 5 See 42 U.S.C. §2000e (2006).
- 6 See 29 U.S.C. §621 (2006).
- 7 See 29 U.S.C. §206(d) (2006).
- 8 See 29 U.S.C. §791 (2006).
- 9 See 42 U.S.C. §12101 (2006).
- 10 See 42 U.S.C. § 2000ff et seq.
- 11 See Exec. Order No. 12067, 3 C.F.R., 1978 Comp., p. 206.
- 12 See 42 U.S.C. §2000e-5(f)(1) (2006).
- 13 See 42 U.S.C. §2000e-8(b) (2006).
- 14 See FEPA Fourth Quarter FY 2011 Data Summary Report and Fact Sheet.
- 15 ADR is also available throughout federal complaint process.
- 16 See 29 C.F.R. § 1614.
- 17 Complainants who file charges under the ADEA or the EPA may bypass the administrative process after appropriate notice has been provided their agency and the EEOC.
- 18 The Strategic Plan is based on an assumption of stable staffing and budgetary resources over the next four years, with additional funding provided to account for salary and inflationary increases.
- 19 See *Charge Statistics FY 1997 Through 2010*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/statistics/enforcement/charges.cfm>; *Fiscal Year 2011 Performance and Accountability Report*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/2011par.cfm>.
- 20 See *Fiscal Year 2011 Performance and Accountability Report*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/2011par.cfm>.
- 21 *National Enforcement Plan*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (1996), <http://www.eeoc.gov/eeoc/plan/nep.cfm> (The Commission adopted a motion to develop plan in 1995).



- 22 See Paul M. Igasaki & Paul Steven Miller, *Priority Charge Handling Task Force and Litigation Task Force Report*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (Mar. 1998), http://www.eeoc.gov/eeoc/task_reports/charge_handling.cfm (reviews both the PCHP system and the National Enforcement Plan).
- 23 See Leslie E. Silverman et al., *Systemic Task Force Report*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (Mar. 2006), http://www.eeoc.gov/eeoc/task_reports/systemic.cfm.
- 24 In fiscal years 1996 through 2000, the Commission received approximately 80,000 charges per year, similar to the number of charges it received each year in the four years prior to the implementation of PCHP. In addition, the number of investigators available to investigate charges—approximately 790—remained relatively constant. Nonetheless, despite similar resources, there was a significant decrease in the pending inventory of charges following implementation of PCHP—from 111,451 pending charges in June 1995 to 52,011 at the end of FY 1998 to 34,297 at the end of FY 2000. The hiring of additional staff in FY 2000—in that year, the Commission had 857 available investigators—allowed the Commission to reduce the pending charge inventory to 29,041 by FY 2002. In FY 2002, the average workload per available investigator was 159 charges (average caseload is 37 charges) and the average time before a charge was resolved was 171 days. See generally *Archives of EEOC Performance and Accountability Reports*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/archives/annualreports/index.cfm>.
- 25 Beginning in FY 2002, because of flat funding or increases that did not cover increases in its fixed costs, the EEOC's needs began to outpace its available resources. This fiscal reality led to a significant loss of personnel, including a reduction in the number of available investigators—from 857 in FY 2000 to 565 in FY 2007, a 34% decline in investigator staffing levels. At the same time the Commission was experiencing an increase in the number of charges filed—from 84,442 charges in FY 2002 to a then record 95,402 in FY 2008. By FY 2009 there were 85,768 pending charges in the inventory, up from 73,959 the previous year. Moreover, by FY 2009, the average workload of an investigator was 300 charges (average caseload is 148) and the average time before a charge was resolved was 294 days. See generally *Archives of EEOC Performance and Accountability Reports*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/archives/annualreports/index.cfm>.
- 26 In FY 2009, the Commission began to reverse the upward trend of pending inventory. Budgetary increases allowed the agency to hire additional front-line staff, including 131 investigators (with losses, the agency gained a net of 91 new investigators). In addition, there was a renewed focus on PCHP implementation. See generally *Archives of EEOC Performance and Accountability Reports*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/archives/annualreports/index.cfm>.
- 27 See U.S. Equal Employment Opportunity Commission Evaluation of the Priority Charge Handling Procedures Report, Federal Consulting Group (FCG), December 2010, available at <http://www.eeoc.gov/>.
- 28 See *Fiscal Year 2011 Performance and Accountability Report*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/2011par.cfm>.
- 29 See *Fiscal Year 2011 Performance and Accountability Report*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/2011par.cfm>; *Fiscal Year 2010 Performance and Accountability Report*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/2010par.cfm>.

30 For example, in FY 2011 there were 5,176 new appeals filed, an increase of 13.9% from the 4,545 appeals received in FY 2010. This represented the largest percentage increase in receipts in more than 12 years. At the same time, the number of available OFO Appellate Attorneys has decreased over the last decade, from a high of 49 in FY 2002 to 33 in FY 2011. See generally *Archives of EEOC Performance and Accountability Reports*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/archives/annualreports/index.cfm>.

31 By the end of FY 2011, the EEOC reduced the age of the open appellate inventory by 20.7%, resolved 76.3% of the oldest appeals, and reduced the number of 500+ day-old appeals by 30.1%. See *Fiscal Year 2011 Performance and Accountability Report*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/2011par.cfm>.

32 As an example, on a pilot basis, the EEOC has provided an opportunity through its Office of Federal Operations for a select number of those who receive an EEOC federal sector appellate decision to complete a Customer Satisfaction Survey.

33 42 U.S.C. §2000e-4(h)(2) (2006).

34 42 U.S.C. §2000e-4(h) (2006).

35 See *Fiscal Year 2011 Performance and Accountability Report*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, <http://www.eeoc.gov/eeoc/plan/2011par.cfm>.

36 Management Directive 715 (MD-715) is EEOC's policy guidance to federal agencies for their use in establishing and maintaining effective equal employment opportunity and affirmative action programs. See *Management Directive 715*, EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (Oct. 2003), <http://www.eeoc.gov/federal/directives/md715.cfm>.

37 Budgets for each fiscal year are created well in advance of the year's commencement. For example, the EEOC is in FY 2012, but has just submitted a budget for FY 2013. Work for the FY 2014 budget begins in the spring of 2012.

38 *Wal-Mart Stores, Inc. v. Dukes*, 131 S.Ct. 2541 (2011).



U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

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EEOC
U. S. Equal Employment
Opportunity Commission

HUMAN CAPITAL PLAN:
*Developing, Valuing, and Sustaining a
Premiere Workforce*



FY 2012 – FY 2016

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Message from the Chief Human Capital Officer

The Equal Employment Opportunity Commission's greatest strength and its most valuable asset are its employees. The passion and commitment that employees bring to the EEOC are the key reasons why we have been so successful in battling employment discrimination.

Maintaining a highly skilled workforce does not happen in a vacuum. We must ensure that the valuable knowledge gained by the current generation of workers is imparted to the incoming generation of workers. We must identify the new competencies needed for the increasingly digitized work environment and new demands placed on us by the Congress. We must be aware of the changing demographics of the country and respond accordingly. In summary, we must be constantly assessing our current workforce as it transitions to tomorrow's workforce.

This Human Capital Plan is designed to assist our employees, managers, and executives in achieving our organizational goals and objectives as detailed in our Strategic Plan. We must clearly define and consistently communicate leadership roles and responsibilities; develop a sound succession plan that allows us to identify and develop future leaders and managers; recruit, develop, and retain highly motivated and skilled employees; and institute a comprehensive performance and accountability system.

Having a Human Capital Plan does not guarantee success, but it does increase our chances. The plan is designed to provide a sound framework to build upon. We will only be successful if we set challenging goals and work together in achieving those goals. Responsibility for the management of human resources rests with all of us, particularly EEOC's supervisors and managers who are responsible for the development and retention of our staff. Let us channel our passion and commitment towards creating a work environment that will attract diverse, talented employees to persevere in our mission to eliminate employment discrimination.



Lisa M. Williams

Chief Human Capital Officer

U.S. Equal Employment Opportunity Commission

Introduction

The Equal Employment Opportunity Commission's (EEOC) Human Capital Plan for FY 2012-2016 outlines our mission, strategic goals, standards for success, and major human capital strategic initiatives. With the EEOC's approach to hiring, training, retaining, and rewarding its valuable employees, we expect to increase Agency coordination and progress on achieving those initiatives. Our vision is to ensure our employees understand and support our goals and approach, and have the skills, knowledge, and competencies necessary to perform their important work.

The Human Capital Assessment and Accountability Framework (HCAAF) establishes and defines the five human capital systems that together provide a single, consistent definition of human capital management for the federal government. The HCAAF fuses human capital management to the merit system principles—a cornerstone of the American Civil Service—and other civil services laws, rules, and regulations. The five systems of HCAAF are identified along with a brief description as to how they will be used by the EEOC.

Strategic Alignment (Planning and Goal Setting) – The EEOC Human Capital Community recognizes that our first priority is to support the Agency's mission. As a strategic partner of EEOC management at all levels, we implement and improve HC programs that help the Agency's workforce achieve goals and meet future challenges. As the workforce changes and new HC requirements are added, we must collaborate with senior leadership and financial and technology leaders to acquire the necessary resources and systems to effectively fulfill HC responsibilities.

The Human Capital Plan goals align with the Agency's goals. These goals will be achieved by a high performing workforce; a workforce that is results focused and is rewarded for achieving the mission through properly aligned performance plans.

A human resources team that provides sound advice, processes actions correctly, and accurately maintains the history of the workforce allows managers to focus on the mission and less on administrative matters. Ensuring compliance with Merit System Principles and other human capital related regulatory and legal requirements give managers and employees the trust in the system that is need to ensure the mission is accomplished.

Leadership and Knowledge Management (Implementation) – Hiring and training a talented workforce is only part of the equation for success. EEOC must continue to develop managers and leaders with the skills necessary to address the challenges facing the Agency today and in the future. As part of the ongoing strategic planning process, EEOC will conduct workforce and succession planning, prioritize and invest in closing skill gaps, align performance with strategic goals, and fully engage its employees to find way to improve efficiency and effectiveness.

Results Oriented Performance Culture (Implementation) – The Agency has a diverse, results-oriented, high performing workforce, and in FY 2012 it will be overhauling its performance management system to better differentiate between high and low performance, effectively link employees to organizational goals and objectives, and recognize and reward high performers.

Talent Management (Implementation) – Talent management addresses competency gaps, particularly in mission-critical occupations, by implementing and maintaining programs to attract, acquire, promote, and retain quality talent.

The Office of Human Resources has worked with the Office of Field Programs and the Office of General Counsel in identifying competencies for four mission-critical occupations: investigators, trial attorneys, administrative judges, and mediators. In FY 2012, additional occupations will be identified and competencies will be incorporated into programs that will allow us to attract, acquire, promote, and retain high performing employees.

Accountability (Evaluating Results) – Human capital management decisions are guided by data-driven, results-oriented planning and accountability systems. Results of the Agency’s accountability system must inform the development of HC goals and objectives, in conjunction with the Agency’s strategic planning and performance budgets. Effective application of the accountability system contributes to the Agency’s practice of effective HC management in accordance with the Merit System Principles and in compliance with Federal laws, rules, and regulations.

I. Understanding the EEOC

The Equal Employment Opportunity Commission Mission, Vision, and Goals

Mission: Stop and Remedy Unlawful Employment Discrimination.

Vision: Justice and Equality in the Workplace.

The Equal Employment Opportunity Commission is the Nation's primary enforcer of the federal laws that make it illegal to discriminate against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability, or genetic information. It is also illegal to discriminate against a person because the person complained about discrimination, filed a charge of discrimination, or participated in an employment discrimination investigation or lawsuit. The laws apply to all types of work situations, including hiring, firing, promotions, harassment, training, wages, and benefits.

The agency opened its doors for business on July 2, 1965, with virtually no enforcement powers; its staff was small and inexperienced; employers, unions, and even judges were resistant to the new law; and there was little judicial precedent on even the basic concepts. However, EEOC used the powers it had to shape employment discrimination law in the areas of religious discrimination and national origin discrimination, the disparate impact theory of discrimination, and sex discrimination.

During the 1970's, Congress provided the Commission with litigation authority to back up its administrative findings and to expand the Commission's jurisdiction. Over the ensuing years, EEOC has evolved and adapted to its changing environment. However, throughout its relatively short history, the one constant has been its passionate, dedicated employees.

Strategic Plan and Direction

On February 22, 2012, the Commission approved a new Strategic Plan for the EEOC covering FY 2012 – 2016. The new plan has three objectives and outcome goals:

1. **Combat employment discrimination through strategic law enforcement**, with the outcome goals of: 1) have a broad impact on reducing employment discrimination at the national and local levels; and 2) remedy discriminatory practices and secure meaningful relief for victims of discrimination;

2. **Prevent employment discrimination through education and outreach**, with the outcome goals of: 1) members of the public understand and know how to exercise their right to employment free of discrimination; and 2) employers, unions and employment agencies (covered entities) better address and resolve EEO issues, thereby creating more inclusive workplaces; and
3. **Deliver excellent and consistent service through a skilled and diverse workforce and effective systems**, with the outcome goal that all interactions with the public are timely, of high quality, and informative.

Achieving EEOC's mission, vision, strategic objectives, and outcome goals requires an inclusive, diverse, highly skilled, highly motivated, and effective workforce comprised of employees who are enthusiastic about where they work and engaged in what they do. They should be provided with a workplace in which they are valued, trained, and encouraged to thrive. Success in recruiting, training, and retaining a workforce that meets changing mission requirements and program priorities requires a commitment to build the necessary infrastructure and a willingness to create a workplace that rewards teamwork and cooperation.

This Human Capital Plan will help to define and direct the strategic management of human capital at EEOC to ensure that employee are effectively utilized to support the EEOC's mission, vision, strategic objectives, and outcome goals.

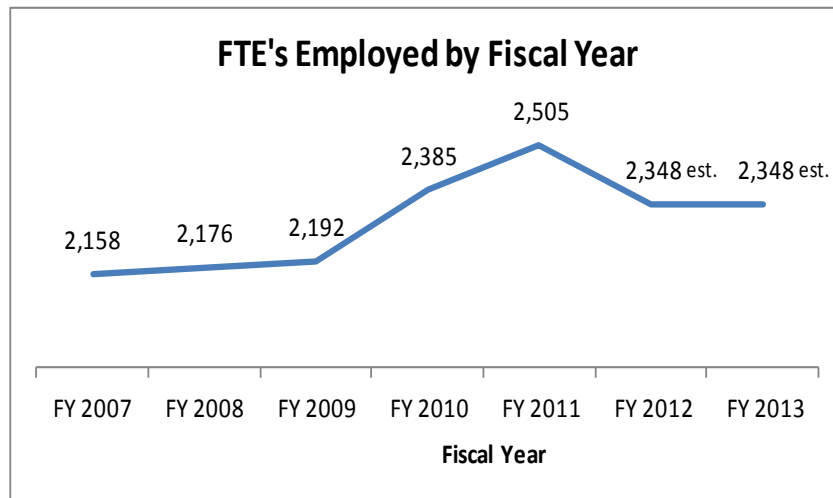
Our Human Capital Goal is: The right people are in the right place at the right time to carry out the mission of the EEOC.

Our Human Resources Mission is: Provide leadership, guidance, and technical expertise in all areas related to management of EEOC's human resources, including recruitment, employee development, retention of staff, and leadership in labor-management cooperation.

Our Human Resource Vision is: A premier workforce that is diverse, continually learning, and expanding its capacity to shape this Agency's future and that of our Nation.

Factors Driving a Successful Human Capital Strategy

The EEOC has been faced with significant challenges in accomplishing its mission to promote equality of opportunity in the workplace and enforce federal laws prohibiting employment discrimination. The following chart shows that the number of Full Time Equivalents¹ (FTE's) has remained relatively flat from FY 2007 until FY 2010, when additional staff were added to the Agency's rolls. However, in FY 2012, fiscal austerity measures have put the EEOC at the midway point between where it was in FY 2009 and in FY 2011.



During times when funding was limited, hiring activity was concentrated on front-line positions directly supporting the agency's mission (primarily Investigators, Trial Attorneys, Attorney-Examiners, and Mediators). While this may seem an appropriate alignment of personnel with mission, it raises issues of inadequate administrative and professional support that ultimately impact both the agency's immediate and strategic effectiveness.

Agency management may take a fresh look at several diverse areas, from the agency's basic processes (e.g., federal sector reform) to headquarters structure (i.e., number of offices and their reporting relationships). Changes in these areas and others must be addressed when planning EEOC's needs for present and future effectiveness.

Workforce planning is a systematic approach to ensuring that the agency has the right people, with the right skills, in the right place, and at the right time. The EEOC, as is generally the case with sustainable organizations, has been involved with aspects of workforce planning throughout its history. What differs now is the emphasis on a systematic examination of the workforce's sustainable capability to meet mission-critical objectives; recruitment, development, motivation,

¹ The Federal government defines an FTE as the total hours worked divided by the maximum number of compensable hours in a work year as defined by law. For example, if the work year is defined as 2,080 hours, then one worker occupying a paid full time job all year would consume 1 FTE. Two part-time employees working 1,040 hours each would be a total of 1 FTE or .5 FTE each, one employee working full time for 6 months would also occupy .5 FTE.

and retention efforts closely tied to building and maintaining that capability, with costs allocated in the agency budget as strategic investments; and evaluation of these efforts in the light of how well they contribute to the effective and efficient accomplishment of the mission.

Concurrently, EEOC has multiple internal and external drivers moving EEOC towards more effective HC planning including:

Legislative and Regulatory: In the last few years, government-wide concerns with human capital issues have resulted in a number of legislative, policy, and regulatory changes. Some of these are the Chief Human Capital Act of 2002, 5 CFR 250.203², the Office of Personnel Management's (OPM) Human Capital Assessment and Accountability Framework (HCAAF), Human Capital Standards for Success, and the Annual Human Capital Management Report (HCMR).

Technology: Technology is changing so rapidly and dramatically that all organizations, public and private, are having difficulty obtaining and maintaining the skills needed to plan for and operationalize their technology requirements. In EEOC, this encompasses not only standard information technology (IT), but also the highly sophisticated equipment used in programs. EEOC's strategic goals envision an agency capable of developing new technologies, providing integrated data sets for decision support and management systems, enhancing data management and analysis capabilities, and providing easy accessibility of data to the public.

Business Practices: EEOC has a highly motivated workforce that is focused on accomplishing EEOC's mission. The Agency is committed to organizational excellence and recognizes the need to continue to improve its human capital management practices as part of its larger effort to integrate planning, performance measurement, and budget formulation. New business processes, along with an increased emphasis on customer service and strategic alliances, create the need for new skills and different ways of thinking about our work.

Resources: Although FY 2009 and FY 2010 have brought some increases to EEOC's budget, FY 2011 and FY 2012 remained almost level and concerns about growing Federal deficits may bring renewed pressure on EEOC's resources (dollars and people) in the near term and foreseeable future. This will continue to impact EEOC's ability to retain critical knowledge and skills and to increase the recruitment of staff in multiple disciplines and functions.

² This establishes requirements for an agency to maintain a current Human Capital plan and submit to OPM an annual Human Capital accountability report

II. Human Capital Plan Strategy

Approach Used in the Development of the Plan

A Human Capital Plan Strategy (HCPS) has been developed to ensure Agency-wide implementation efforts of the plan are holistic and help the Agency to attain its strategic goals and objectives. The HCPS includes an implementation plan and a communications plan that are flexible enough to allow changes in initiatives as the Agency develops insight into which initiatives best move the Agency towards results and how to best communicate those results. The HCPS is also linked to budget realities. Adequate leadership support and resources, both human and fiscal, are critical to the success of any plan. The Agency's HCPS constitutes a comprehensive roadmap to ensure a strong workforce: able to meet the mission challenges of today and the future.

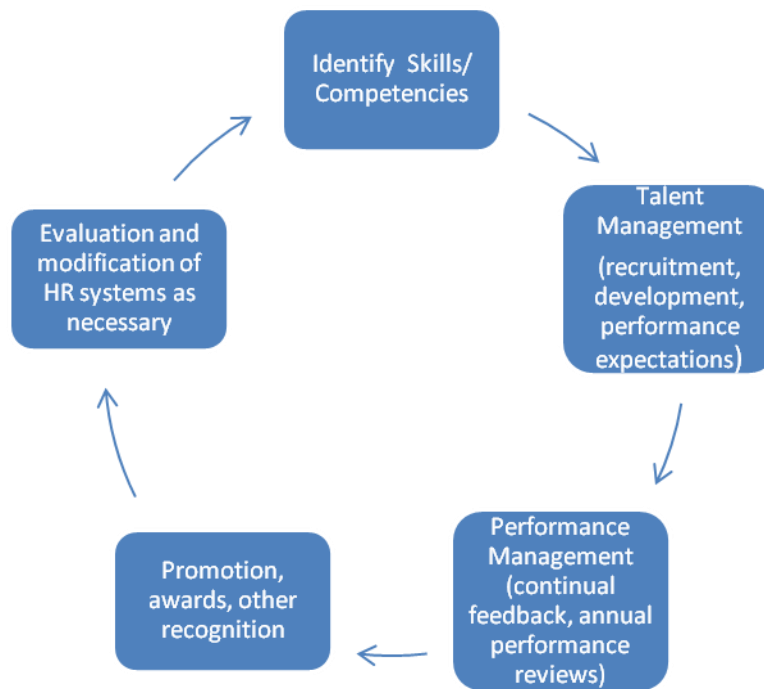
The Agency recognizes communication as a critical component of developing and implementing any plan that requires a corporate effort. An informed and participative workforce involved in making decisions that impact them is more likely to be committed to and positively engaged in taking on a leadership role in accomplishing the Agency's mission. An example of engaging agency executives in this process was a "visioning" session conducted with a small focus group of SES managers in January 2010.

By the end of the visioning session, the attendees had identified five general areas that should be addressed in the Plan. In order of priority they are:

1. Strategic Planning
2. Workforce Analysis
3. Funding and Resources/Workload
4. Training
5. Recruitment and Hiring

The issues raised in the visioning session are, to a substantial degree, incorporated in this plan. The most important first step is to develop a Plan that aligns programs and HR so that all executives can assume ownership of the goals. Executives articulated a strong need for a strategic HR plan. Strong leadership from the Chair and the Office of Human Resources will also be critical.

In arriving at these priority areas, the participants considered the full cycle of HR management.



In addition, the participants discussed the following:

- The need to include in the HC Plan an Agency-wide effort to complete the identification of competencies for the most critical occupations (attorneys, mediators, investigators, administrative judges);
- The value of conducting a skills gap analysis for all employees to ensure that EEOC has the contemporary skills now and in the future to achieve its goals and objectives;
- The development of an Agency-wide staffing plan, based on competencies;
- The desire for effective and efficient training for all employees to help close competency gaps;
- Development and/or completion of a new performance management plan, including a rewards structure based on achieving EEOC and individual goals;
- To a lesser extent, addressing performance that does not meet the fully successful level through a variety of approaches, including development, mentoring and, if appropriate, to initiate procedures to downgrade or remove employees;
- Supporting the need to identify resources to accomplish these goals (this was expressed in two ways—within current resource constraints, and with additional funding requests); and
- Supporting the improvement of services from the Office of Human Resources to better support these goals.

For this Human Capital Plan to be successfully implemented, everyone must understand it and must have input or a stake in its success.

Supporting Infrastructure

Strategic communication is the cornerstone of effective human capital management. In any work environment the need to inform others, share information, educate employees, brief management, brainstorm ideas with colleagues, and serve customers are the linchpins to accomplishing the work. Accordingly, EEOC has developed and will implement a comprehensive communication strategy that ensures all employees understand the Human Capital Plan, including their roles and responsibilities, and provides regular progress reports on accomplishing action strategies.

Roles and Responsibilities

To successfully implement the Agency's Human Capital Plan, everyone, from the Chair to front-line employees, must be committed to the plan and its goals. Senior leadership will need to communicate its commitment to developing human capital in general and to achieving the specific human capital goals outlined in the Human Capital Plan. In addition, they must provide support by incorporating human capital into their performance plans and ensuring that resources are allocated to the efforts.

The Agency's Chief Human Capital Officer will take the lead in updating the Agency's Human Capital Plan, facilitating coordination and collaboration among offices, developing and implementing the communication strategy, and managing the accountability system. The Agency's Chief Operating Officer will work in collaboration with the Agency's Chief Human Capital Officer to update the Human Capital Plan.

Through these communication efforts, EEOC employees should be able to identify their roles in the Human Capital Plan and provide feedback. Moreover, the Human Capital Plan will be made available on the Agency's internal and external websites. More detailed information regarding the roles and responsibilities of staff are set forth in **Appendix A: Human Capital Roles and Responsibilities**.

III. Workforce Overview

As of the end of the FY 2011, EEOC employed 2,458 employees with the following demographics:

Gender: 1,571 (63.9%) are women and 887 (36.1%) are men.

Race: 1,018 (42%) are Black, 985 (40%) are White, 326 (13%) are Hispanic, 102 (4%) are Asian, and 27 (1%) are American Indian or Alaska Native.

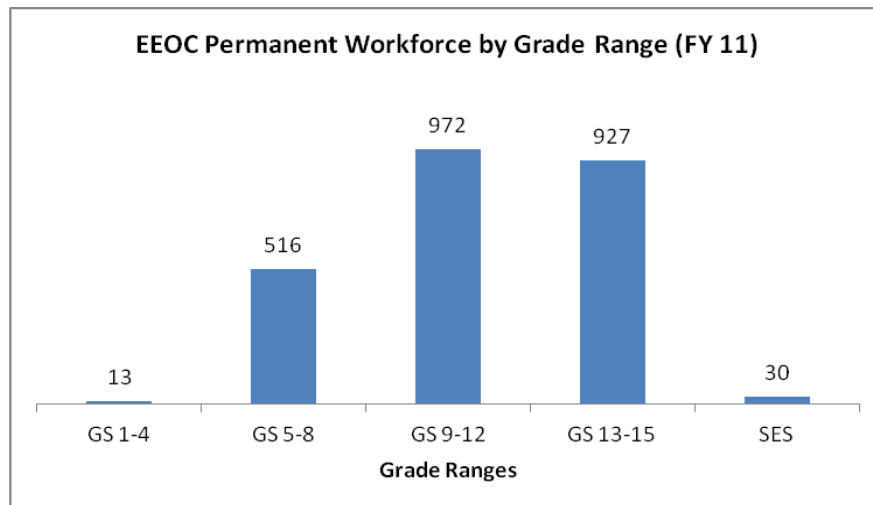
Average Age: 48 years.

Average Length of Service: 17 years.

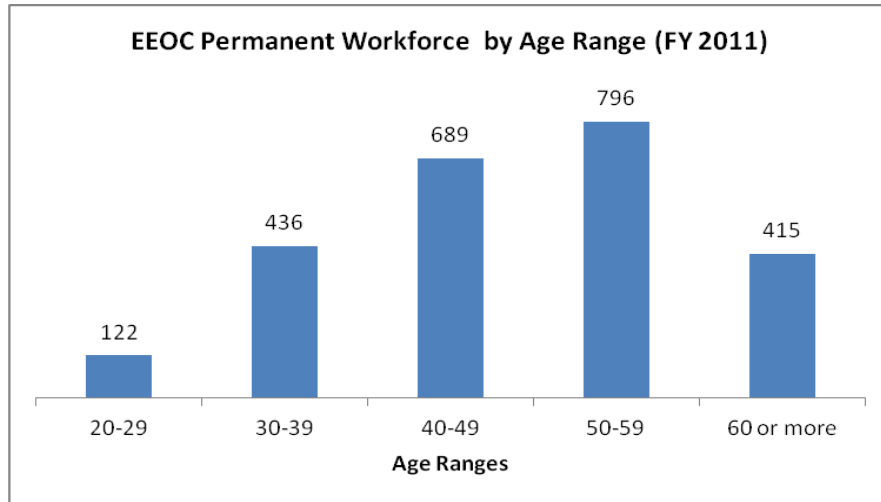
Individuals with Disabilities: About 11.4% (279) of our workforce report having a disability.

Veteran Status: 20.3% (500) are veterans.

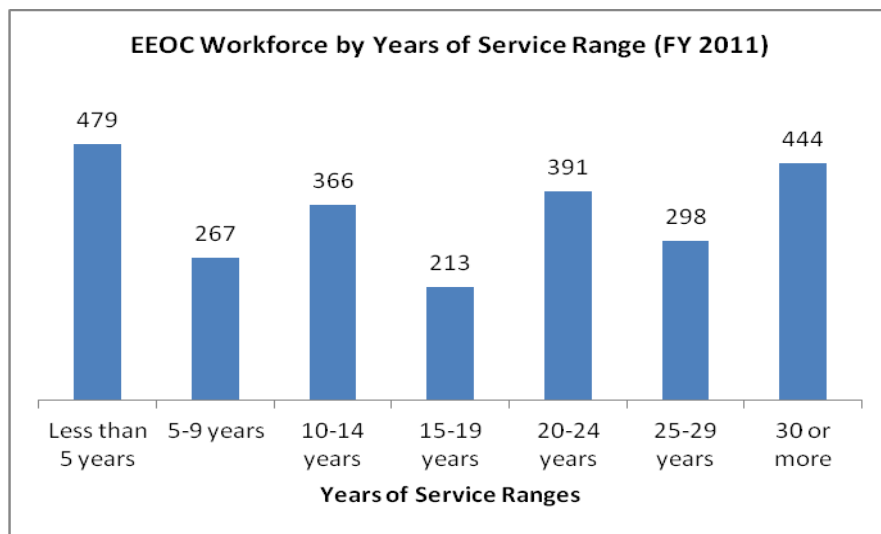
The following chart shows the workforce by grade ranges. The majority of EEOC employees are at GS-9 and above. This is due primarily to the large number of attorneys employed at the GS-14 and 15 levels and a significant number of investigators employed at the GS-12 level.



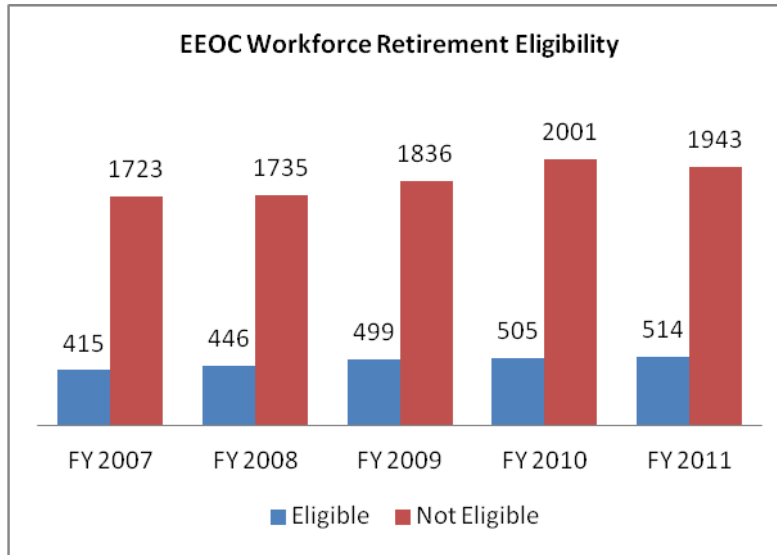
The following chart shows the permanent workforce broken out by age ranges. No surprise to see a significant number of Baby Boomers represented in the 50-59 bracket.



The next chart depicts the workforce by years of service. This chart shows three “hiring waves”: one in the early 90’s depicted in the column with 20-24 years of service; another in the early 00’s depicted in the column with 10-14 years of service; and the last one in 2010 depicted in the column with less than 5 years of service.



The final chart in this section addresses retirement eligibility. The number of employees eligible for retirement has been growing steadily since FY 2006. The jump in FY 2010 is probably due to a “hiring surge” in the early 80’s.

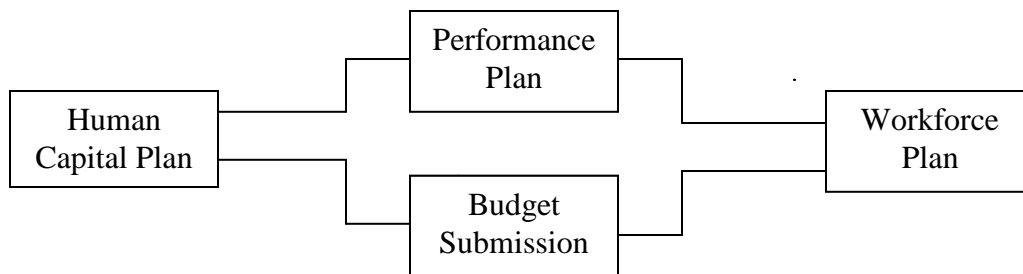


As stated in the section heading, these charts provide an overview of the EEOC’s workforce. As the workforce planning group identifies future needs in particular occupational series and grades, in Offices, and geographical areas, and as the use of competencies becomes more common within the Agency, more targeted analyses will be conducted.

IV. Workforce Planning and Analysis

Planning for human resources is one of the greatest challenges facing managers and leaders, and it becomes more challenging as resources become scarce. To meet this challenge, a strategic approach for matching human resources with anticipated needs of EEOC is essential. This section provides an overview of workforce planning. A “Workforce Planning Guide” dated April 2012 provides a step by step process for workforce planning. That guide is available on inSite under the Office of Human Resources.

Workforce planning and analysis is a fundamental planning tool that contributes to the achievement of program objectives by providing a basis for justifying budget allocation and workload staffing levels. As EEOC develops strategies to support the achievement of both long-term and annual performance goals in the human capital plan, workforce planning and analysis will be included as a key management activity.



It is critical to conduct workforce planning during times of budget reduction as well as budget increases. Proper human resources allocation effectively allocates funding to achieve agency objectives. In addition, analyzing projected workforce supply based on projected retirements and attrition data on the current workforce provides the basis for evaluation of future gaps and surpluses in the workforce, as well as other relevant data such as diversity statistics, population demographic, turnover rates and causes, employee viewpoint survey results, and other issues unique to the Agency. Proper planning and analysis identifies skills/competencies needed in the workforce, recruiting, career development, training, and retraining to ensure the workforce is ready and able to meet expectations and challenges.

Office Directors will use the Workforce Planning Guide to analyze their workforce and propose changes, training, etc. that might be needed to achieve those goals and objectives as well as other agency goals (e.g., hiring more individuals with disabilities, hiring more veterans, reducing separation rates of bilingual employees, etc.). A detailed 3-year plan and a 5-year vision plan will be created. Both would describe the as-is and the desired workforce, and would address multiple budget scenarios. Key measures include: FTE’s used in major areas (enforcement, litigation, federal sector, administrative, overhead, etc.), budget, competency levels, and outcome metrics (productivity, quality, etc.). Secondary measures may include: supervisory ratio, number of organizational levels between lowest level employee within each Office and the Chair, number of positions at each full performance level, turnover of new hires within 2 years of hire, exit

survey data regarding reasons for leaving the EEOC, time to hire, overhead costs as a percentage of Agency/Office budgets, variance between workforce plan and reality, and amount of correlation between competency gap reduction and training conducted. All plans would be reviewed by a Workforce Planning Committee/Team and submitted to the Chair with recommendations. After the Chair's review and approval, the workforce plans would become the EEOC's human capital workforce plan for the fiscal year.

V. Human Capital Goals and Strategies

1. Align human capital management policies, programs, processes, and systems to support accomplishment of EEOC mission, vision, goals, and priorities.
2. Ensure EEOC has leadership with the technical and managerial knowledge and skills necessary to manage a diverse workforce and to accomplish EEOC's strategic goals and priorities, and to promote knowledge-sharing, continuous learning and improvement, and a climate of open communications.
3. Create a responsive, high-performance culture.
4. Recruit, hire, develop, and retain a diverse workforce with the competencies necessary to accomplish the Agency mission.
5. Ensure compliance with Merit System Principles and other human capital related regulatory and legal requirements.

Strategic Alignment (Planning and Goal Setting)

Human capital strategies should be aligned with mission, goals, and organizational objectives and integrated into its strategic plans and performance plans. The EEOC Human Capital Management Plan includes workforce planning tied to EEOC's Strategic Plan. The Chief Human Capital Officer provides advice to top management and builds consensus on HC issues. In addition, the Chief Human Capital Officer is a member of the EEOC Senior Management Staff which helps set EEOC's strategic direction. The Office of Human Resources staff works with EEOC field and HQ offices to assist with strategic human capital planning.

Goal 1: Align human capital management policies, programs, processes, and systems to support accomplishment of EEOC mission, vision, goals, and priorities.

Outcome: The Agency is organized to support its mission in a safe, effective, and efficient way. Each HQ and Field Office understands its contribution to the EEOC mission and each employee understands his or her personal contribution.

Action Strategies:

- A. Evaluate and improve existing human capital management processes and programs, employing streamlining, automation, re-engineering, and best-practices, to ensure they are efficiently supporting desired organizational outcomes and in compliance with regulatory requirements (i.e., Merit System Principles).

- B.** Ensure that all levels of management receive training and understand their role in human capital management; how to manage for inclusion and diversity; and their labor-management relations responsibilities, and are held accountable for the results.
- C.** Ensure that the human capital management functions are adequately staffed and prepared, in competencies and resources, to proactively partner and consult with managers in implementing this Plan.
- D.** Ensure that human capital management requirements and investments are an integral part of EEOC's budgeting process, the resulting budget and performance plans, and technology and facilities plans by including human capital representatives as key advisors in planning for changes that will involve EEOC's workforce.
- E.** Ensure maximum flexibility and utilization of workforce activities such as telework, health and wellness.
- F.** Ensure currency and consistency of use in accountability activities that allow for stakeholder input.

Leadership and Knowledge Management (L&KM)

EEOC leaders must provide the committed, consistent, and inspired direction needed to address organizational issues. An effective organization includes a leadership team committed to developing increasingly effective ways of meeting mission and customer needs, accomplishing results, and investing in and developing human capital.

To improve and enhance the effectiveness of current EEOC leaders and develop capable future leaders, EEOC is utilizing the following strategies, plans, systems and information:

- Federal Employee Viewpoint Survey results
- EEOC Leadership and Management Development Strategy which guides activities such as:
 - The EEOC Leadership Competency Development Program (LCDP)
 - Leadership development course evaluations and program assessment
- Review and assessment of year-end performance ratings and evaluations of leaders

These help EEOC target leadership/knowledge management needs and describe an effective approach to meeting those needs. EEOC will continue to conduct the following activities to support this strategic need:

- Continue to offer leadership development opportunities for emerging leaders, new leaders, and experienced leaders through the Leadership Competencies Development Program, EEOC Leadership Seminar, and through other leadership development programs and assignments.

- Continue to promote participation in external leadership development programs such as the Federal Executive Institute, and the EEOC Aspiring Leader Development Program.

Goal 2: Ensure EEOC has leadership with the technical and managerial knowledge and skills necessary to manage a diverse workforce and to accomplish EEOC's strategic goals and priorities and to promote knowledge-sharing, continuous learning and improvement, and a climate of open communications.

Outcome: EEOC has leaders who think strategically, inspire employees, and achieve results.

Action Strategies:

- A.** Develop, implement, and evaluate a comprehensive leadership and management development strategy that recruits, hires, prepares, develops, assesses, and rewards non-SES managers using validated managerial competencies.
- B.** Develop and implement a succession planning strategy that supports accomplishment of diversity management objectives and mission results.
- C.** Ensure EEOC's leaders are prepared and have adequate resources to support change processes.
- D.** Ensure that an integrated, strategic training and development program builds needed Agency leadership competencies.
- E.** Assess EEOC's investment (time, funding, staff, technology, and facilities) in workplace learning in order to ensure that resources meet targeted needs.
- F.** Create an EEOC learning infrastructure that includes partnerships among field offices, assessment of the Agency's priority learning needs, consideration of diverse learning styles and other differences, development of strategic learning plans, and linkages to the budget process in order to ensure learning priorities are aligned with and support organizational objectives.
- G.** Ensure training and development programs build needed competencies, including more effective incorporation of knowledge sharing, mentoring, and distance learning in the development of employees.
- H.** Develop core competency requirements for Mission Critical Occupations (MCOs) and other occupational groups and grade levels.

Results-Oriented Performance Culture

EEOC is committed to advancing an organizational culture that promotes high performance and inclusion of all staff in setting and accomplishing mission goals. EEOC is also committed to cultivating a work environment that values cooperation and knowledge-sharing to engage employees and enhance their abilities to contribute to the mission.

To support (1) a management culture that promotes high performance, ensures accountability, and includes staff in setting and accomplishing programmatic goals and (2) an organizational culture that promotes and facilitates cooperation and information-sharing to achieve results, EEOC is utilizing the following systems and information:

- Organizational performance indicators
- Federal Employee Viewpoint Survey results
- Transactional survey results
- Assessment of awards program

Such data and information help EEOC foster a results-oriented performance culture. EEOC will conduct the following activities to support this strategic need:

- Utilize OPM's Performance Appraisal Assessment Tool (PAAT) to evaluate effectiveness.
- Promote individual excellence through recognition of employee contributions, fair treatment and an environment that values and delivers equal opportunity and inclusiveness.

Goal 3: Create a responsive, high-performance culture.

Outcome: EEOC achieves excellence by valuing and recognizing performance in an environment in which all employees feel encouraged to contribute.

Action Strategies:

- A. Ensure that overall mission results are achieved by aligning individual performance expectations with short-term and long-term organizational goals.
- B. Develop the capacity to facilitate (e.g., team building, work redesign, change management, inclusion and managing diversity strategies) organizational culture change in EEOC.
- C. Assure that employee rewards and recognition programs are adequately linked to performance that contributes to achievement of Agency goals.
- D. Assure that EEOC's performance management systems focus on accountability for results.

- E. Provide all current and new supervisors/managers with appropriate training to engage in performance management.
- F. Encourage telework.

Talent Management

To meet its mission, EEOC must continue to attract and retain talented people. To enhance its status as an employer of choice, EEOC must continue to build and maintain a diverse workforce and provide an environment that is conducive to performance excellence, encourages full participation, and supports personal, professional, and organizational growth. EEOC must also identify and address competency gaps. Accordingly, EEOC is committed to providing opportunities for staff to develop the skills and competencies needed to meet strategic and programmatic goals and achieve performance excellence.

To support EEOC's ability to recruit, hire, and retain a highly-skilled, diverse, and capable workforce, we are utilizing the following systems and information:

- New hire survey data
- Federal Employee Viewpoint Survey results
- Automated hiring systems data
- Delegated Examining Unit (DEU) audit data
- Annual assessment surveys for targeted MCOs

Such data and information help EEOC to:

- Enhance the EEOC hiring program by working with field and HQ offices to develop strategies for identifying recruitment sources and acquiring diverse staff with needed skills and competencies.
- Expand the diversity of applicant pools by reaching out to diverse organizations for recruitment purposes.
- Review the effectiveness of EEOC's strategy to recruit, hire, and retain a highly-skilled, diverse workforce.
- Continue to offer and encourage family-friendly practices such as alternative work schedules and telework.

Goal 4: Recruit, hire, develop, and retain a diverse workforce with the competencies necessary to accomplish the Agency mission.

Outcome: EEOC understands the competencies required for successful mission accomplishment, and recruits, acquires, and retains a workforce representative of the Nation's diversity and consistent with competency needs.

Action Strategies:

- A.** Develop and implement a model process and tools to conduct workforce planning and analysis, including the identification of current and future competencies necessary to accomplish the Agency's mission.
- B.** Conduct a comprehensive workforce analysis resulting in an EEOC-wide workforce plan that includes recruitment and hiring strategies and programs for staff development, building on existing competencies and developing new skills required for mission accomplishment.
- C.** Increase the use of recruitment, retention, and other workplace flexibilities and tools to ensure a highly skilled, diverse, and productive workforce.
- D.** Establish programs and policies to address key employee concerns raised by periodic surveys and other feedback mechanisms.
- E.** Establish the Agency as an "Employer of Choice" with a diverse workforce.
- F.** Establish HR Specialists as world class advisors who assist in successfully meeting the Agency's human capital needs.

Accountability

The annual Human Capital Management Report will be used to illustrate the effectiveness of EEOC's human capital programs. This report will contain the results and outcomes of all major human capital activities conducted during the fiscal year. In addition, it will include EEOC's accountability activities, e.g., audits, program evaluations, employee surveys, etc. It will detail EEOC's OHR services operations status, including progress made since the last audit and measures in place to ensure compliance with the Merit System Principles and related laws and regulations. The results contained in the report are used to inform the Agency's Human Capital Plan and efforts, and update the Accountability Plan as necessary.

To support this effort, we are using the following systems and information:

EEOC will continue to use a Competitive Staffing File Checklist as one action to ensure that relevant Merit System Principles are being followed. EEOC expects to implement additional tools and procedures to further support compliance with the Merit System Principles as needed.

What is common to all organizations deploying HC initiatives is a need to track those initiatives and measure progress. To do this EEOC will prepare a Human Capital Dashboard that will place the various measures used to track progress in one easy to read diagram. The dashboard will be a living document that will be updated regularly to reflect EEOC's progress.

Goal 5: Ensure compliance with Merit System Principles and other human capital related regulatory and legal requirements.

Outcome: Employees and managers have confidence that human capital related programs and systems comply with Merit System Principles.

Action Strategies:

- A.** Review the Human Capital and Accountability System Plans regularly to report results against milestones and update as necessary.
- B.** Evaluate the results on human capital initiatives; identifying and monitoring improvements and expected results.
- C.** Conduct periodic Human Capital Accountability Audits that include an evaluation of human capital management systems.

Appendix A: Human Capital Roles and Responsibilities

Role	Responsibility
Chair, EEOC	<ul style="list-style-type: none"> • Maintain commitment to the Human Capital Plan and its goals, and communicate that commitment through senior leadership. • Provide direction and hold senior leaders accountable for implementation of the HCP, resource prioritization, and allocation for human capital efforts.
Chief Operating Officer	<ul style="list-style-type: none"> • Demonstrate commitment, support, and leadership, and allocate adequate resources. • Ensure that the Human Capital Plan is used to set priorities for resource allocation, workload distribution and funding requests, within the context of the Agency’s strategic plan. • Ensure resource prioritization and allocation in support of human capital efforts.
Human Capital Advisory Council	<ul style="list-style-type: none"> • Champion excellence in the employment, retention, and development of an effective workforce. • Focus on people as the primary drivers of “business” performance. • Enhance the execution of workforce management initiatives across organizations and EEOC • Recommend resources to implement programs. • Recommend tools to develop the knowledge and skills of EEOC supervisors and managers who are accountable for effective workforce management. • Represent EEOC-wide views, concerns, and interests regarding workforce management issues. • Serve as an advocate to advance people issues and workforce solutions. • Develop and maintain the EEOC Workforce Management Strategic Plan.
Chief Human Capital Officer	<ul style="list-style-type: none"> • Serves as a full and active partner in the management decision-making process by ensuring that the Agency’s workforce management program supports EEOC’s strategic goals. • Participate on planning, programming, budgeting, and implementation workgroups to assure workforce issues are taken into consideration and properly resourced. • Provide Agency-wide human capital policy development and oversight • Provide mechanism for coordination and collaboration with all offices; facilitate the gathering of and sharing of innovative practices. • Manage accountability for the Agency’s progress. • Lead the effort to maintain and update the plan.
Headquarters and District Office Directors	<ul style="list-style-type: none"> • Integrate HCP Goals and Strategies into office business plans. • Participate in the development of HCP, human capital plans/initiatives. • Identify and make recommendations on human capital issues affecting functional support to EEOC. • Demonstrate commitment, support, and leadership, and allocate resources.

Role	Responsibility
Human Resource Professionals	<ul style="list-style-type: none"> • Understand Agency strategic plan to tailor HR programs and practices to build Agency competencies. • Provide policies, programs, and processes that support EEOC in developing, valuing, and sustaining a world-class workforce. • Lead EEOC-wide workforce management functions including strategic human capital planning, labor and employee relations, performance management and incentive awards, executive resources, distance learning, leadership development, alternative dispute resolution, employee assistance program, time and attendance, and human resources data management and automation initiatives. • Provide training and career development, retirement and benefits counseling, personnel and payroll processing, and the full range of recruitment, staffing, classification, and management advisory services.
OEO Director	<ul style="list-style-type: none"> • Understands Agency strategic plan to provide EEO guidance and to identify opportunities to help facilitate diversity programs.
Supervisors, Managers, and Executives	<ul style="list-style-type: none"> • Integrate human capital strategies into organizational decisions and strategies. • Manage performance to achieve organizational goals including the appropriate use of awards/recognition and corrective actions. • Utilize available human capital management resources. • Model behavior expected of all employees. • Develop employees using either formal or informal methods. • Fully utilizes employees' skills and abilities. • Supports use of family-friendly work place policies. • Follows and enforces Agency human capital management policies. • Adhere to the requirement of the merit system principles established by law and upholds the values embodied in these principles. • Creates a positive, supportive, productive work environment. • Effectively manage diversity.
Employees	<ul style="list-style-type: none"> • Initiate and take responsibility for proactively managing personal career and development opportunities. • Provide feedback and share information and knowledge. • Participate in efforts to design human capital programs for the agency workforce. • Serve as leaders within the organization to aid the Agency in meeting its mission.
Employee Union	<ul style="list-style-type: none"> • Works with management toward efficient and effective achievement of the Agency's mission. • Represents employee interests as a unit. • Identifies opportunities for improvement in human capital management processes and programs affecting employees. • Ensures the right of employees to a safe working environment.

Appendix B: Implementation and Accountability Plan

Introduction

Responsibility for human capital accountability is shared by top EEOC management, line managers, and the Office of Human Resources (OHR) officials. This includes ensuring that employees are efficiently and effectively managed in support of EEOC's mission and ensuring that all Merit System Principles and related human capital rules and regulations are followed. Implementation of the EEOC Human Capital Accountability System will promote effective human capital management by identifying and resolving problems before they impact EEOC's employees or the accomplishment of the mission.

In accordance with the HR Accountability System, EEOC will perform recurring internal self-assessments to ensure that its practices are consistent with Merit System Principles, statutory and regulatory requirements, EEOC policies, and negotiated agreements. Line managers should understand which practices and procedures are critical to a merit-based Human Resources system through an active communication process.

EEOC is committed to continuous improvement. Developing and using the capabilities and capacity of our workforce in effective and productive ways and assessing the results of our human capital management activities are critical to that improvement. EEOC has formalized this Human Capital Accountability System Plan (HCASP) to ensure EEOC-wide accountability for human capital management. The plan is a mechanism to evaluate the effectiveness of the EEOC Human Capital Management Plan which supports EEOC's mission and goals and ensures compliance with the Merit System Principles and other HC related legal requirements. This plan also incorporates the five systems described in the HCAAF:

- Strategic Alignment
- Leadership and Knowledge Management
- Results-Oriented Performance Culture
- Talent Management
- Accountability

This plan will be adjusted as necessary to accommodate the redirection of work impacted by factors such as: 1) changed agency requirements or direction; 2) funding levels; 3) emerging needs; and 4) Governmental and national priorities. If an activity listed in this plan is found not to fully achieve an HCM Strategic or HC Plan goal or objective, it will be modified or eliminated as deemed appropriate.

EEOC Human Capital Accountability Measures

Goal	Action Strategy	Measure(s)	Timeframe	Owner
Goal 1: Align human capital management policies, programs, processes, and systems to support accomplishment of the EEOC mission, vision, goals, and priorities.	Develop an EEOC workforce plan by engaging key stakeholders across the agency to identify mission-critical requirements and gaps	Workforce plan is created and published on inSite	August 2012	Agency executives
	Workforce plan is supported by metrics and linked to the budget process	Workforce plan is included in budget justification and budget requests are tied to workload data	September 2012	Agency executives with OCFO and CHCO leadership
	Performance plans align with EEOC Strategic Plan and agency objectives	FHCS - % of employees who understand the linkage increases OHR audit of performance plans - % of plans that align with Strategic Plan and agency objectives	Annually	Agency executives and OHR
	Identify competencies of mission-critical positions and conduct competency gap analysis	Year-to-year comparison between the % of supervisors who score employees proficient in competency gap analysis and the % of employees who score themselves proficient in competency gap analysis	December 2012 and yearly thereafter	Managers of components where mission-critical positions are located with assistance from OHR
Goal 2: Ensure EEOC has leadership with the technical and managerial knowledge and skills needed to manage a diverse workforce and to accomplish EEOC's strategic goals and priorities and to promote knowledge-sharing, continuous learning and improvement, and a climate of open communications.	Finalize and complete implementation of Succession Plan		May 2012	OHR
	Monitor progress of Employee Satisfaction Action Plan, updating as necessary	Improvement in relevant FHCS scores	Annually	Agency executives
	Evaluate training program and assess how well it meets short- and long-range program needs by occupation, organization, or other appropriate means	Evaluation report and action plan to address any needed improvements	Annually	OHR

Goal	Action Strategy	Measure(s)	Timeframe	Owner
	Begin development of a corporate knowledge management strategy that ensures technical expertise and historical knowledge is readily available agency-wide		September 2012	Agency executives
	Develop a model of leadership that integrates achieving results, leveraging resources, maintaining accountability, and improving organizational culture		December 2012	Chair with assistance from agency executives and OHR
Goal 3: Create a responsive, high-performance culture.	Improve performance management systems and strengthen links to agency mission and objectives	FHCS , audits of performance plans, comparing 2010 ratings and other outcomes to earlier years, and meeting goals in the Performance and Accountability Report	Annually	OHR and Senior Executives
	Establish clear distinctions between the performance levels in individual elements	Audits of performance plans and analysis of performance ratings distribution to determine if they align with their relative success in achievement of organizational goals and objectives	October 2012 and Annually	Managers and supervisors with assistance from OHR
	Use executive ratings to drive pay decisions	OPM certification of SES appraisal system	September 2012	Chair
	Evaluate performance management systems	Evaluation report and action plan to address any needed improvements	September 2012	OHR
	Evaluate awards program	Evaluation report and action plan to address any needed improvements	December 2012	OHR
Goal 4: Recruit, hire, develop, and retain a diverse workforce with the competencies necessary to accomplish the Agency's mission.	Incorporate competencies as needed into vacancy announcements, assessments, IDPs, and structured interviews	Reduction in time-to-hire metrics	Ongoing as competencies are identified and updated	OHR and hiring managers

Goal	Action Strategy	Measure(s)	Timeframe	Owner
	Evaluate and improve IDP program to ensure it is properly funded, based on competencies, and is aligned with agency goals and objectives	Training budget is based on competency gap analysis	Ongoing	Agency executives with assistance from OHR
Goal 5: Ensure compliance with Merit System Principles and other Human Capital regulatory and legal requirements.	Conduct rigorous performance management evaluations and follow-ups to ensure compliance with law, regulations, and agency policy		Annually	OHR
	Conduct and document valid job analyses for developing assessment criteria		Ongoing	Hiring managers and OHR Staffing Specialists
	Have an outside agency conduct an annual DE review that includes an evaluation report		Annually	OHR

Appendix C: Key FY 2011 Federal Employee Viewpoint Survey Results

The Human Capital Assessment and Accountability Framework (HCAAF) indices provide consistent metrics for measuring progress toward HCAAF objectives. Figures 1-4 shows our agency results compared with Government-wide results and our 2010 results compared with our 2011 results for the four HCAAF Indices. If a rating trailed a respective Government-wide rating and/or declined from 2010 to 2011 by 5 or more percentage points, we may target it for improvement during the action planning process.

The **Leadership and Knowledge Management Index** indicates the extent employees hold their leadership in high regard, both overall and on specific facets of leadership. (see below).

Equal Employment Opportunity Commission LEADERSHIP AND KNOWLEDGE MANAGEMENT INDEX

NO.	QUESTIONS	FY2010		FY2011		Comparisons		
		GOV	EEOC	GOV	EEOC	EEOC vs. Gov'twide	EEOC 2010-2011	
10	My workload is reasonable.	59%	46%	59%	44%	-15%	trail	-2%
35	Employees are protected from health and safety hazards on the job.	76%	66%	78%	73%	-5%	trail	7%
36	My organization has prepared employees for potential security	76%	68%	78%	68%	-10%	trail	0%
51	I have trust and confidence in my supervisor.	67%	64%	67%	64%	-3%	trail	0%
52	Overall, how good a job do you feel is being done by your immediate supervisor/team leader?	68%	69%	69%	69%	0%	same	0%
53	In my organization, leaders generate high levels of motivation and commitment in the workforce.	45%	37%	45%	41%	-4%	trail	4%
55	Managers/supervisors/team leaders work well with employees of different backgrounds.	64%	60%	65%	62%	-3%	trail	2%
56	Managers communicate the goals and priorities of the organization.	64%	64%	64%	68%	4%	lead	4%
57	Managers review and evaluate the organization's progress toward meeting its goals and objectives.	64%	67%	64%	71%	7%	lead	4%
61	I have a high level of respect for my organization's senior leaders.	56%	49%	57%	57%	0%	same	8%
64	How satisfied are you with the information you receive from management on what's going on in your organization?	51%	47%	51%	52%	1%	lead	5%
66	How satisfied are you with the policies and practices of your senior leaders?	45%	40%	46%	46%	0%	same	6%

EEOC's positive response rating of 60 percent for the Leadership and Knowledge Management Index is slightly lower than the Government-wide rating of 62 percent. A comparison of the individual items in this index shows 5 out of 12 items are rated at least 65 percent. Items rated 65 percent or higher are agency strengths (indicated in blue). EEOC positive ratings for three items lead and three equal Government-wide positive ratings. Ratings for eight items increased from 2010 to 2011 and half of these increased by five percentage points or more which is notable. On the other hand, EEOC ratings for six items trail the Government-wide average.

The **Results-Oriented Performance Culture Index** indicates the extent employees believe their organizational culture promotes improvement in processes, products and services, and organizational outcomes. The individual items in this index are listed below.

**Equal Employment Opportunity Commission
RESULTS-ORIENTED PERFORMANCE CULTURE INDEX**

NO.	QUESTIONS	FY2010		FY2011		Comparisons		
		GOV	EEOC	GOV	EEOC	EEOC vs. Gov'twide		EEOC 2010-2011
12	I know how my work relates to the agency's goals and priorities.	84%	86%	85%	89%	4%	lead	3%
14	Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.	67%	65%	67%	68%	1%	lead	3%
15	My performance appraisal is a fair reflection of my performance.	68%	69%	70%	70%	0%	same	1%
20	The people I work with cooperate to get the job done.	75%	71%	75%	72%	-3%	trail	1%
22	Promotions in my work unit are based on merit.	35%	34%	36%	37%	1%	lead	3%
23	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	31%	32%	31%	36%	5%	lead	4%
24	In my work unit, differences in performance are recognized in a meaningful way.	36%	33%	36%	38%	2%	lead	5%
30	Employees have a feeling of personal empowerment with respect to work processes.	48%	42%	48%	45%	-3%	trail	3%
32	Creativity and innovation are rewarded.	41%	35%	41%	37%	-4%	trail	3%
33	Pay raises depend on how well employees perform their jobs.	26%	23%	24%	26%	2%	lead	3%
42	My supervisor supports my need to balance work and other life	76%	76%	77%	76%	-1%	trail	0%
44	Discussions with my supervisor/team leader about my performance are worthwhile.	62%	63%	63%	65%	2%	lead	2%
65	How satisfied are you with the recognition you receive for doing a good job?	52%	49%	51%	51%	0%	same	2%

EEOC's rating of 55 percent for the Results-Oriented Performance Culture Index leads the Government-wide rating of 54 percent. An analysis of the ratings for individual items in this index shows almost half to be agency strengths (indicated in blue). All but four ratings lead or show no notable difference than Government-wide ratings. Of the ratings that trail Government-wide ratings, none exceed the five percent threshold, which indicates no meaningful differences. Moreover, a comparison between EEOC 2010 and 2011 ratings show that the majority of the ratings increased and only one remained unchanged.

The **Job Satisfaction Index** indicates the extent employees are satisfied with their jobs and various aspects thereof. This index is comprised of the items listed below.

**Equal Employment Opportunity Commission
JOB SATISFACTION INDEX**

NO.	QUESTIONS	FY 2010		FY 2011		Comparisons		
		GOV	EEOC	GOV	EEOC	EEOC vs. Gov'twide	EEOC 2010-2011	
4	My work gives me a feeling of personal accomplishment.	75%	80%	74%	79%	5%	lead	-1%
5	I like the kind of work I do.	86%	89%	85%	88%	3%	lead	-1%
13	The work I do is important.	92%	94%	92%	95%	3%	lead	1%
63	How satisfied are you with your involvement in decisions that affect your work?	55%	47%	53%	51%	-2%	trail	4%
67	How satisfied are you with your opportunity to get a better job in your organization?	42%	32%	40%	32%	-8%	trail	0%
69	Considering everything, how satisfied are you with your job?	72%	69%	71%	70%	-1%	trail	1%
70	Considering everything, how satisfied are you with your pay?	66%	62%	62%	61%	-1%	trail	-1%

The EEOC rating and the Government-wide rating for the Job Satisfaction Index match at 68 percent. Last year, EEOC tied the Government-wide rating as well at 67 percent. In evaluating items in this index, we found that 4 out of 7 remained agency strengths as they retained a rating of 65 percent or higher. When we compared differences in ratings between EEOC and Government-wide, we found that 3 out of 7 EEOC ratings exceeded and thus lead Government-wide ratings. Conversely, we found that four EEOC ratings trail Government-wide ratings. EEOC's rating for satisfaction with opportunity to get a better job, trails the Government-wide rating by a notable eight percentage points. Looking at changes in EEOC ratings from 2010 to 2011 we found three increases, three decreases and, one rating remained the same. In other words, for this period EEOC ratings did not significantly change.

The **Talent Management Index** indicates the extent employees think the organization has the talent necessary to achieve organizational goals. This index contains seven items which are listed below.

**Equal Employment Opportunity Commission
TALENT MANAGEMENT INDEX**

NO.	QUESTIONS (with % positive responses)	FY2010		FY2011		Comparisons		
		GOV	EEOC	GOV	EEOC	EEOC vs. Gov'twide	EEOC 2010-2011	
1	I am given a real opportunity to improve my skills in my organization.	66%	55%	65%	60%	-5%	trail	5%
11	My talents are used well in the workplace.	60%	55%	61%	58%	-3%	trail	3%
18	My training needs are assessed.	54%	39%	54%	44%	-10%	trail	5%
21	My work unit is able to recruit people with the right skills.	46%	43%	46%	44%	-2%	trail	1%
29	The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.	73%	68%	73%	72%	-1%	trail	4%
47	Supervisors/team leaders in my work unit support employee development.	66%	60%	67%	65%	-2%	trail	5%
68	How satisfied are you with the training you receive for your present job?	56%	44%	55%	48%	-7%	trail	4%

EEOC’s rating for the Talent Management Index is 56 percent and the Government-wide rating is 60 percent. Ratings for two items in this index, items 29 and 47, can be considered Agency strengths since they are above 65 percent (see blue indicators). While EEOC ratings trail Government-wide ratings for all items in the index, most or four of our ratings align fairly closely with the Government-wide ratings (see EEOC vs. Government-wide ratings that differentiate <5 percentage points). While this may be true, EEOC and Government-wide ratings show notable gaps for opportunity to improve skills, training needs assessed and, satisfaction with training received for present job.

Despite of the gap between EEOC and Government-wide ratings, EEOC ratings changed for the better from 2010 to 2011. Interesting enough, our ratings for the three items mentioned above - opportunity to improve skills and training needs assessed, improved by five percentage points while satisfaction with training received for present job, increased four percentage points. We had a significant gain as well for supporting employee development – six percentage points, which is our biggest improvement.



EEOC
U. S. Equal Employment
Opportunity Commission

Leadership Succession Management Plan:
Leading into the Future



July 2012

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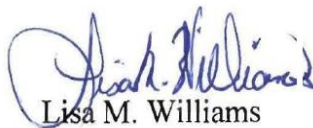
Message from the Chief Human Capital Officer

This document presents the Equal Employment Opportunity Commission's plan for leadership succession management in the Agency. With the continued aging and subsequent retirement of key members of its workforce, particularly among its leadership cadre, it is important that we address how the Commission selects and develops its future leaders. We are doing this by considering Agency strategic goals, identifying key leadership positions, focusing on necessary competencies of future leaders, developing steps to implement the plan and specifying measurements to evaluate our success in administering the leadership succession plan.

This plan is a result of reviewing a variety of resources including other agencies' leadership succession plans, OPM guidance, GAO and EEOC's IG Reports, and information regarding organizational planning for succession in both the private and public sectors. Besides the EEOC Strategic Plan, we have also considered EEOC's Performance and Accountability Report, EEOC Employee Surveys, the EEOC Human Capital Plan, and guidance/feedback on aspects of the plan from the EEOC Executive Resources Board (ERB) and the SES Council.

We intend to address our future leadership needs in a coordinated and thoughtful manner in an effort to stave off a future crisis due to a wave of retirements. This Plan provides the reasoning and blueprint for addressing the anticipated loss of experienced leaders by providing a process to identify and prepare well-qualified individuals to lead the Agency into the future. Strong leadership will ensure a continued commitment to the Agency's mission and successful accomplishment of its goals.

I am pleased to release the EEOC's Leadership Succession Management Plan as a cornerstone to prepare our future leaders and help preserve our legacy. The most important responsibility of leaders is to prepare those who will replace them—this plan helps us do this.



Lisa M. Williams

Chief Human Capital Officer

U.S. Equal Employment Opportunity Commission

Executive Summary

The Equal Employment Opportunity Commission may lose a significant number of experienced leaders in the near future due to the aging of its workforce. It must plan to replace these leaders with individuals who have competencies to meet the challenges of today and tomorrow. The Leadership Succession Management Plan is the blueprint on how to accomplish this goal.

Development of this Plan has occurred over several years—it documents actions already implemented as well as planned. The Agency has received guidance and feedback from the Office of Personnel Management (OPM) following its review of a draft, and appropriate revisions have been made. We have followed the steps in OPM's Succession Planning Model which are addressed in the following topic areas:

Strategic Alignment: A review was made of the Agency's Strategic Plan for Fiscal Year 2012 – 2016 and Human Capital (HC) Plan, among other documents, in order to tie into the Agency's vision, mission and goals. This Leadership Succession Management Plan also responds to OPM's Human Capital Assessment and Accountability Framework (HCAAF) requirement for Leadership Succession Management under the Leadership and Knowledge Management System. It supports the draft HC Plan goal to:

Ensure EEOC has leadership with the technical and managerial knowledge and skills necessary to manage a diverse workforce and to accomplish EEOC's strategic goals and priorities and to promote knowledge sharing, continuous learning and improvement, and a climate of open communication.

A basic tenet of the Agency's approach to leadership succession planning is that well-qualified supervisors, managers and executives are selected, properly trained and continually supported in order to excel in their roles.

Strategic Targets and Talent Pool: As of September 30, 2011, a majority (57%) of SES are eligible to retire while a significant percentage (44%) of GS-15's are eligible. By 2016, 83% of the current SES will be retirement eligible while 63% of the GS-15's would meet that milestone—if they have not already retired.

For the near future, the Agency will specifically target two positions: District Director (SES) and Regional Attorney (GS-15). These two positions represent 30 upper management slots and directly impact approximately 81 percent of all EEOC employees. The Agency's current bench strength, as noted below, should be sufficient to provide future leaders for these two positions:

District Director—20 GS-15 Supervisory Investigators, 15 GS-15 Regional Attorneys, and 38 GS-14 Supervisory Investigators for a total of 73 in the eligibility pool.

Regional Attorney—50 GS-15 General Attorneys and 30 GS-14 Supervisory Trial Attorneys comprise the eligibility pool.

Although it appears that there are significant numbers of individuals in the eligibility pools for these positions, they are distributed in various locations around the Agency, including Field locations and Headquarters. Many of these individuals may be averse to applying for positions which would require moving to a new location. The Agency intends to review application patterns for these positions to determine whether additional recruiting options should be considered.

We have adopted the twenty-eight leadership competencies identified under OPM's Executive Core Qualifications (ECQs) and will use these to assess and identify gaps in competencies between those currently possessed by Agency leaders and those needed. In partnership with OPM, EEOC administered the former's Leadership 360° Assessment to all levels of the agency's leadership cadre during FY 2011.

Succession Plan: Besides using OPM's <http://www.USAJobs.gov> marketing and job announcement service, the Agency has also implemented the EEOC Attorney Honor Program and EEOC Internship Program to attract high caliber talent.

Leadership development of internal talent is done through two primary resources: the Federal Executive Institute (FEI) and EEOC's Management Development Institute (MDI). New senior executives and high performing GS-15s have the opportunity to attend the FEI's "Leadership for a Democratic Society" while first-line supervisors through GS-15 managers attend various courses offered through the MDI including "New Manager Training" and "Fundamentals of Performance Management." We also offer the "DNA of leadership" course for high potential employees who have been identified as future leaders.

Implementation and Communication: The Plan provides action steps necessary to receive the various levels of approval and commitment as well as systematically implement the program throughout the Agency. It also provides a list of major milestones which have occurred or are planned in the near future and activities to be completed in order to communicate the Plan to the EEOC leaders and staff.

Monitoring, Evaluation and Accountability: A variety of assessment tools will be used to measure the effectiveness of all succession management programs and activities. Each measure with associated purpose, approach, frequency, and office responsible are identified in the "Evaluation and Monitoring Plan" as part of this document. Factors used by OPM and GAO to evaluate agencies' succession programs are also identified including examples of how EEOC is responding to these factors.

In summary, the EEOC's Leadership Succession Management Plan lays out the structure for how the Agency is identifying, recruiting and developing its future leaders as well as provides supporting information regarding the importance of responding to this need. This approach will ensure a strong cadre of leaders for now and the future.

I. Background

The EEOC was established by Title VII of the Civil Rights Act of 1964 and began operating on July 2, 1965. The EEOC enforces the following Federal statutes:

Title VII of the Civil Rights Act of 1964, as amended, (Title VII) prohibiting employment discrimination on the basis of race, color, religion, sex, or national origin;

Age Discrimination in Employment Act (ADEA) of 1967, as amended, prohibiting employment discrimination against individuals 40 years of age and older;

Equal Pay Act (EPA) of 1963, prohibiting discrimination on the basis of gender in compensation for substantially equal work performed under similar conditions;

Title I and Title V of the Americans with Disabilities Act (ADA) of 1990, as amended by the ADA Amendments Act of 2008, prohibiting employment discrimination on the basis of disability in the private sector and state and local governments;

Sections 501 and 505 of the Rehabilitation Act of 1973, as amended, prohibiting employment discrimination against Federal employees with disabilities;

Civil Rights Act of 1991, providing monetary damages in cases of intentional discrimination and clarifying provisions regarding disparate impact actions; and

Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), prohibiting genetic information discrimination in employment.

Additionally, under Executive Order 12067, the EEOC coordinates all Federal equal employment opportunity regulations, practices, and policies. The Commission also interprets employment discrimination laws, monitors the Federal sector equal employment opportunity program, provides funding and support to state and local Fair Employment Practices Agencies (FEPAs) and Tribal Employment Rights Organizations (TEROs), and sponsors outreach and technical assistance programs.

Any individual who believes he or she has experienced discrimination in employment may file a charge with the EEOC in any of its field offices. After investigating the charge, the EEOC determines whether there is “reasonable cause” to believe discrimination has occurred. If “reasonable cause” is found, the EEOC attempts to conciliate the charge by reaching a voluntary resolution between the charging party and the respondent. If conciliation is not successful, the Commission may bring suit in Federal court to remedy the discrimination. As part of the administrative process, the EEOC may also issue a Right-to-Sue-Notice to the charging party, allowing the charging party to file their own individual action in court.

The EEOC also offers mediation as an alternative means of dispute resolution. Rather than initially going through the traditional charge investigation process, the parties may first elect to resolve the charge voluntarily with the help of a neutral mediator.

The statutory and regulatory context for EEOC’s Federal program differs from its private sector enforcement program in several important ways. Most notably, the EEOC has adjudicatory

authority to hold hearings, issue decisions, and review matters on appeal. In the Federal sector, individuals file complaints with their own agencies first and the employing Federal agency initially investigates the claims of employment discrimination raised in the complaint. The complainant can then request a hearing by the EEOC on those claims. Administrative Judges from the EEOC complete the process of developing a full and appropriate record in the hearings process by adjudicating claims of discrimination and issuing decisions. Hearings are held only as part of the Federal sector process. Also, a complainant or a Federal agency can file an appeal with the EEOC. Relief ordered in a final Commission decision is mandatory and binding on the agency, except in limited circumstances. If dissatisfied with the outcome of either a hearing or an appeal, a Federal sector complainant, like a private sector charging party, can file a lawsuit in Federal court to resolve the claims of discrimination.

II. Succession Planning Approach

A. SUCCESSION PLANNING MODEL

The EEOC follows the Office of Personnel Management’s (OPM) succession planning model provided below:



This document is organized to follow the five steps described in the model.

III. Strategic Alignment

A. INTRODUCTION

The Equal Employment Opportunity Commission (EEOC) is a workforce of dedicated, committed, and motivated employees who are empowered by its mission and vision:

Our Mission

Stop and Remedy Unlawful Employment Discrimination.

Our Vision

Justice and Equality in the Workplace.

The best way to combat workplace discrimination is to prevent it from happening in the first place. Educating employers and workers about their rights and responsibilities under the law is the first step toward promoting an inclusive workplace, where all workers are judged on their talents and abilities without regard to any protected characteristic. Future EEOC leaders must have excellent communication skills to educate the nation's workforce and their employers regarding the rights and responsibilities of both groups.

The Agency established its long term priorities in its Strategic Plan for Fiscal Year 2012 – 2016 which identifies the Agency's approach to addressing workplace discrimination issues of the future.

The Strategic Plan has three strategic objectives:

Strategic Goal I: Combat employment discrimination through strategic law enforcement, with the outcome goals of: 1) have a broad impact on reducing employment discrimination at the national and local levels; and 2) remedy discriminatory practices and secure meaningful relief for victims of discrimination;

Strategic Goal II: Prevent employment discrimination through education and outreach, with the outcome goals of: 1) members of the public understand and know how to exercise their right to employment free of discrimination; and 2) employers, unions and employment agencies (covered entities) better address and resolve EEO issues, thereby creating more inclusive workplaces; and

Strategic Goal III: Deliver excellent and consistent service through a skilled and diverse workforce and effective systems, with the outcome goal that all interactions with the public are timely, of high quality, and informative.

This Leadership Succession Plan supports the accomplishment of the third strategic goal by focusing on the development of future leaders who will effectively guide the agency's workforce.

Strategic Management of Human Capital

A key element of our succession planning process is the **strategic management of human capital**. The Federal government's Human Capital Assessment and Accountability Framework (HCAAF) establishes this requirement and provides guidance for a Leadership and Knowledge Management system (one of five required systems) as follows:

A system that ensures continuity of leadership by identifying and addressing potential gaps in effective leadership and implements and maintains programs that capture organizational knowledge and promotes learning.

This plan is intended to address the design, implementation, and support of a Leadership and Knowledge Management system at the EEOC.

We have completed important steps toward developing and implementing a human capital initiative which include:

- Developing a Human Capital Plan for FY 2012 - FY 2016 which addresses the required systems under the Federal government's Human Capital Assessment and Accountability Framework (HCAAF).
- Developing and sustaining leadership and supporting succession planning through EEOC's Management Development Institute (MDI).
- Participating in the Office of Personnel Management's human capital surveys and implementing regular internal surveys.
- Identifying and quantifying mission critical competencies for key positions, including investigators, attorneys and mediators, and developing sample multi-year training plans to address organizational gaps.
- Closing competency gaps through individual development plans, mentoring, training, rotational assignments and other staff development initiatives.
- Aggressively recruiting, developing and retaining high-quality talent.

The EEOC's Human Capital Plan has five goals:

1. Align human capital management policies, programs, processes, and systems to support accomplishment of EEOC mission, vision, goals, and priorities.
2. Ensure EEOC has leadership with the technical and managerial knowledge and skills necessary to manage a diverse workforce and to accomplish EEOC's strategic goals and priorities, and to promote knowledge-sharing, continuous learning and improvement, and

a climate of open communications.

3. Create a responsive, high-performance culture.
4. Recruit, hire, develop, and retain a diverse workforce with the competencies necessary to accomplish the Agency mission.
5. Ensure compliance with Merit System Principles and other human capital related regulatory and legal requirements.

This Leadership Succession Management Plan provides support to accomplish Goals two and three.

Excellent and Consistent Customer Service

The effective management of our human, financial and technological resources will help support the Agency's efforts toward achieving excellent and consistent customer service. Office staffing needs and competencies will be assessed and updated so that we recruit and train for the right skill-sets in our mission critical and other key occupations. The performance management system for executives, managers and supervisors and for non-supervisory employees will be linked effectively with the Agency's mission and goals. Executives and managers will use the results of human capital surveys to gauge employee satisfaction and to inform action plans to enhance their office environments and improve results.

B. BUSINESS CASE FOR SUCCESSION PLANNING

Succession management is a systematic approach to ensuring a continuous supply of the best talent through helping individuals develop to their full potential. The number of employees in key leadership positions who are eligible for retirement in the Federal government continues to increase. Accordingly, it is important to have a plan in place to ensure that these key leadership positions have a pool of qualified internal applicants ready to step up when vacancies occur.

Continuity of leadership is included in the Agency's efforts to reach its Human Capital goals as identified in the Human Capital Plan which is based on the five HCAAF human capital systems:

1. Strategic Alignment
2. Leadership and Knowledge Management
3. Results-Oriented Performance Culture
4. Talent Management
5. Accountability

EEOC's leadership succession management plan supports Leadership and Knowledge Management by including the following goal in its draft HC Plan:

Ensure EEOC has leadership with the technical and managerial knowledge and skills necessary to manage a diverse workforce and to accomplish EEOC's strategic goals

and priorities and to promote knowledge sharing, continuous learning and improvement, and a climate of open communication.

Succession planning will benefit the EEOC in a variety of ways as noted below:

- Allow the Agency to target current employees and new hires who possess the competencies and talents that will be needed in the future rather than merely replacing the employees who leave. EEOC projects that 37% of its current employees will be retirement-eligible by 2016 including 36% of its investigators, 26% of its attorneys, 46% of its administrative judges, and 59% of its mediators. These groups comprise 62% of the Agency workforce and are considered mission critical occupations.
- Encourage hiring of the right people, with the right skills, in the right place, and at the right time, so that the Agency can reap the benefits of those hires for a long time.
- Strengthen the eligibility pool by focusing on closing competency gaps and maximizing our investment through training and development.
- Support promotion into supervisory positions of those individuals with the appropriate leadership skills. Some surveys indicate that a significant percentage of employees who resign from an organization do so because of their supervisor; it is to the Agency's benefit to prevent this from happening. The supervisory position is a mission critical occupation.
- Foster a consistent process which ensures that talented employees are not overlooked for leadership positions. This development process should begin before individuals enter formal leadership positions—leadership development experiences should be offered in the early stages of one's career at the EEOC and done in a fair and equitable manner in accordance with Federal employment merit principles.
- Determine appropriate training and development opportunities for those individuals identified for leadership positions. Employees should meet with their supervisors at least on an annual basis to prepare individual development plans (IDPs) which include consideration of their interest in leadership roles.

Because EEOC feels strongly about the need to conduct succession planning, senior level management has committed multiple resources to ensure its success, including funds allocated for formal leadership development programs and work time for employees to participate in training activities. Internal and external development opportunities will be further described under "Succession Planning Strategies."

IV. Succession Targets and Talent Pool

A. WORKFORCE ANALYSIS

1. EMPLOYEE COMMITMENT

The Commission is comprised of a committed and experienced workforce, some of whom have been with the EEOC since its formative years and are firmly dedicated to the goals of the civil rights movement. Many of these groundbreakers have retired in recent years or are eligible to retire in the near future.

EEOC employees believe that the work they perform provides a valuable service to the people of the United States. Emphasizing this point, **95%** of staff who responded to the 2011 EEOC Federal Employee Viewpoint Survey responded positively to the statement:

“The work I do is important”

This was the second highest rated item by EEOC staff which conforms to a very strong commitment to the Agency’s mission and was supported by the highest rated response of 97% to the statement:

“When needed, I am willing to put in the extra effort to get a job done.”

EEOC employees not only believe that the work they perform is important, but they also like their work. As evidence, **88%** of the employees who responded to the FHC Survey agreed with the statement:

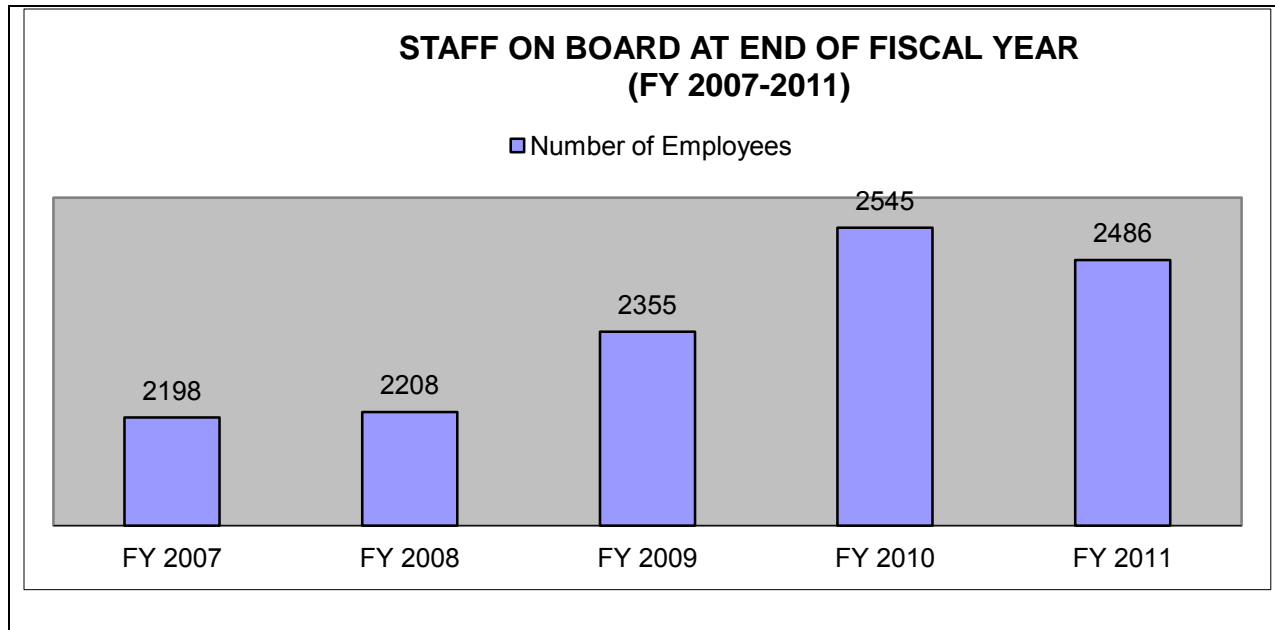
“I like the kind of work I do.”

This was **3% higher** than the 85% government-wide average. These feelings may help explain the data that show that our employees, on average, work well beyond retirement eligibility.

An analysis of Agency workforce historical data, trends and projections provides a view of future talent needs. The results of this analysis are presented below.

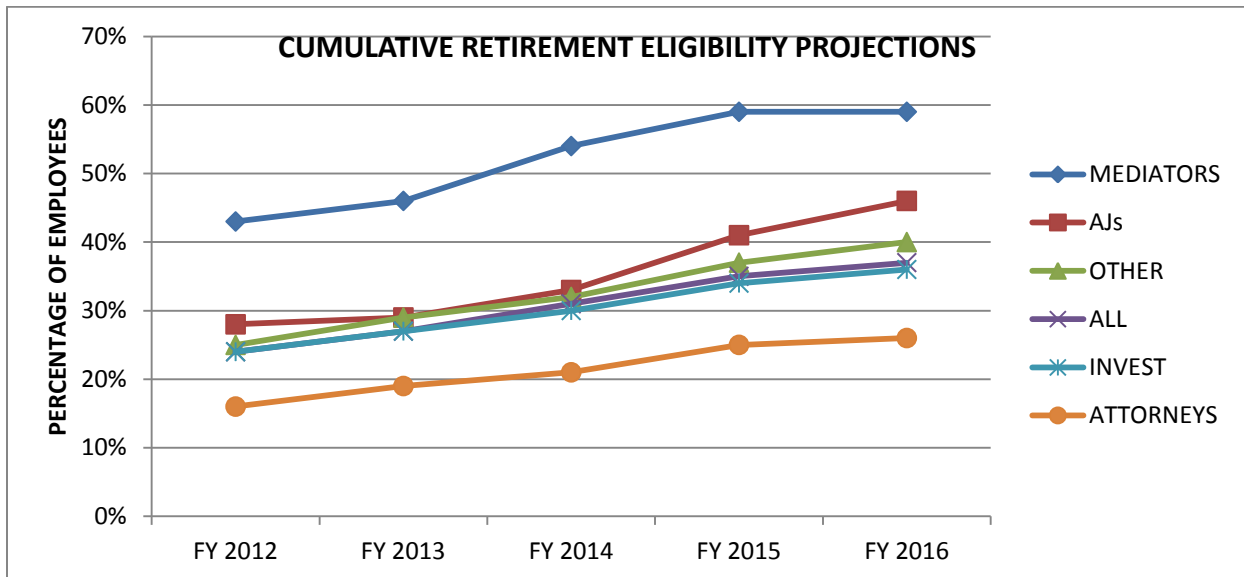
2. GENERAL STAFFING TRENDS

The number of staff on board increased by 13% over the last five years—from 2,198 to 2,486 employees during the period FY 2007 to FY 2011. Most of the increase occurred during FY 2009 and FY 2010—most of the new hires were much needed investigators in the Agency’s field offices. The following chart includes full and part-time, permanent and temporary staff as of September 30th of each year.



3. RETIREMENT ELIGIBILITY

The following chart illustrates the anticipated growth in the retirement-eligible pool from FY 2011 through 2016. In less than five years, about 36% of all current Investigators will be retirement-eligible which compares to 26% for Attorneys, 46% of administrative judges, 59% of mediators, and 40% of all other employees. The rates observed here are not as high as some estimates for the rest of the Federal government.



[Link to Appendix with raw data](#)

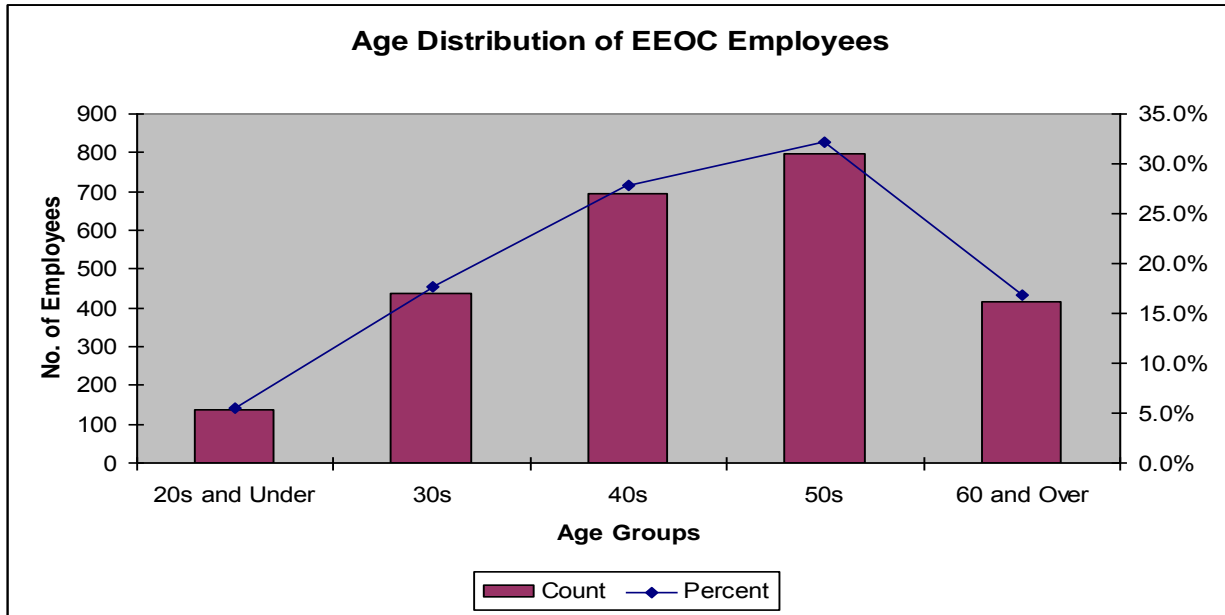
4. RETIREMENT ELIGIBLES vs. ACTUALS

Although a large number of leaders and non-supervisors, who may feed the supervisory pipeline, are eligible to retire, EEOC staff continue to work an average of four years beyond their retirement eligibility date. The chart below indicates the percentages of those leaders in the upper grade levels who have retired compared to those eligible to retire for the past five years:

RETIREMENT ELIGIBLES VS ACTUALS						
		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
SES	Total	30	28	28	27	30
	Eligibles	18	16	19	18	17
	Retirements	0	4	1	3	1
	Ret Rate	0%	25%	5%	17%	6%
GS-15 Supervisors	Total	78	73	73	73	74
	Eligibles	30	31	35	36	40
	Retirements	2	4	4	4	2
	Ret Rate	7%	13%	11%	11%	5%
GS-14 Supervisors	Total	106	103	111	121	113
	Eligibles	30	29	42	45	42
	Retirements	3	7	3	3	6
	Ret Rate	10%	24%	7%	7%	14%

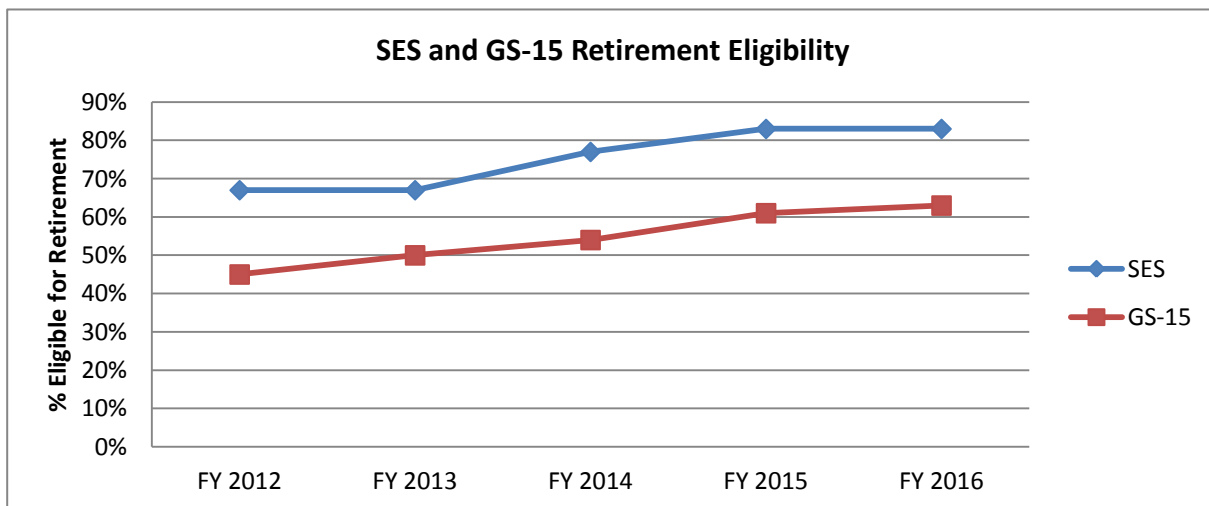
The chart above shows that top leaders retirement rates fluctuate from year to year—on average 10% to 12% retire who are eligible. However, in FY 2008, one-fourth of the eligible SES did retire—approximately the same percentage of GS-14s and more than the usual number of GS-15s (13%). Initiatives such as the agency’s mentoring program are facilitating the sharing of experienced leaders’ institutional knowledge with staff who have a desire to be future leaders. Since FY 2007, the EEOC has also sent fifteen GS-15s to the OPM/FEI “Leadership for a Democratic Society” program for executive development—three of these individuals have gone on to become senior executives.

After the Agency began hiring new employees in FY 2009, particularly new investigators, the average age was lowered by approximately one-half year to 48.3 years by the end of FY 2011. The graph on the following page shows that almost one-half (49%) of the agency’s workforce at the end of FY 2011 were in their 50’s or older—part of the Baby Boomer generation nearing retirement. A hiring freeze is currently in place which, depending on its length, will probably increase the average age of the EEOC workforce as well as increase the percentage of individuals in the older age groups and, in effect, reducing the overall eligibility pool.



5. SENIOR MANAGERS

Senior managers comprise a critical group for the Agency—the leaders who set the agendas for their offices and for the organization. The chart below illustrates retirement eligibility for SES and grade GS-15 for the next five years. The majority of SES are currently eligible to retire, 57%, while a large number of GS-15’s are eligible, 44%. By 2016, 83% of the current SES will be retirement eligible while 63% of the GS-15’s would meet that milestone—if they have not already retired. Many of the individuals most likely to be considered as replacements for the executive level staff—those identified as being in key positions—are also likely to retire during the same general time period. With a hiring freeze currently in place, this situation is expected to be exacerbated due to the inability to hire new staff.



6. KEY AND MISSION CRITICAL LEADERSHIP POSITIONS

The following positions have been identified as key positions because of their impact to the accomplishment of EEOC's strategic goals.

- Deputy Chief Operating Officer
- Chief Financial Officer
- Chief Human Capital Officer
- Chief Information Technology Officer
- Inspector General
- Director, Office of Field Programs
- Director, Office of Federal Operations
- Deputy General Counsel
- Legal Counsel
- Director, Office of Research, Information, and Planning
- Director, Office of Equal Opportunity
- Other Headquarters Program Directors (SES positions)
- All District Directors
- All Regional Attorneys

Note: The Chief Operating Officer and Director of Communication and Legislative Affairs are not included because of the political nature of these positions.

The total number of positions included in this list is 47.

For the near future, the Agency will specifically target two positions: District Director (SES) and Regional Attorney (GS-15). The justification for focusing on these two positions is the significance and range of their impact. These two positions represent 30 upper management slots (15 each) in the Agency's fifteen district offices located across the country and directly impact approximately 81 percent of all EEOC employees including those in the mission critical occupations (MCOs) of investigator, attorney, mediator and administrative judge (attorney examiner). They also comprise 68% of the key leadership positions.

Primary eligibility pools for these two positions and the number of individuals comprising these pools (as of the end of FY 2011) are the following:

- **District Director:**
 - GS-15/Series 1860, Supervisory Investigators, 20 individuals
 - GS-15/Series 905, Regional Attorneys, 15 individuals
 - GS-14/Series 1860 (Supervisory Investigators), 38 individuals
- **Regional Attorney:**
 - GS-15/Series 905, General Attorneys, 50 individuals
 - GS-14/Series 905, Supervisory Trial Attorneys, 30 individuals

Over the last five years (FY 2007 to FY 2011), seven individuals were selected to the District Director position. Over the same time period, only three new Regional Attorneys were selected.

However, five new Regional Attorneys were selected in just one year (FY 2006) prior to this period.

The incumbents in the District Director and Regional Attorney positions have the following demographics:

District Director:

Source:	13 internal promotions or reassignments 2 external hires
Prior Position: (EEOC)	8 GS-15/Series 1810, Supervisory Investigators 6 GS-15/Series 905, Regional Attorneys

Regional Attorney:

Source:	10 internal promotions or reassignments 5 external hires
Prior Position: (EEOC)	10 GS-14/Series 905, Supervisory Trial Attorneys

Considering this selection history, we believe that the Agency's current bench strength, as noted previously, is sufficient for these two positions although we will review the application patterns for these positions. Because the internal eligibility pool is so large, the best candidates for development will be identified through competency assessments. External recruitment will also focus on recruiting individuals with competencies needed for high performance.

As of May 2012, there is one District Director position vacancy and no vacancies in the Regional Attorney position. Based on past experience and projecting into FY2016, it is expected that the Agency will need to fill five District Director vacancies and three Regional Attorney vacancies during this time period.

After focusing on these two positions, the Agency plans to consider approaches to address the other leadership positions. In concurrence with OPM guidance, the Agency believes that all leadership positions should be considered mission critical occupations due to the impact that each leader brings to the EEOC's ability to meet its strategic objectives and achieve the greatest return on its most important resource—its human capital. With this in mind, the Agency intends to subsequently focus on its leadership corps from the top executives to those individuals who aspire to be future leaders by both formal and informal development.

B. LEADERSHIP COMPETENCY ASSESSMENT

In order to determine where to focus the Agency’s resources for leadership development, it is important to first identify the competencies desired and then determine the gaps between existing competencies and those needed. The EEOC has used three approaches:

1. Leadership Effectiveness Inventory (LEI)--for EEOC Executives and key GS-15’s.
2. Federal Competency Assessment for Managers (FCAT-M)—for non-SES supervisors and managers
3. OPM Leadership 360° Assessment
4. Employee Survey—for all levels of management

The EEOC has adopted OPM’s five Executive Core Qualifications (ECQs) as a guide and reference for managerial effectiveness. The ECQ’s are comprised of twenty-two leadership competencies and six fundamental competencies which provide criteria to evaluate and measure the current and future leadership strength in the Federal government (these are listed in Appendix A). These competencies are shown below:

OPM LEADERSHIP COMPETENCIES		
Leading Change	<ul style="list-style-type: none"> . Creativity/Innovation . External Awareness . Flexibility 	<ul style="list-style-type: none"> . Resilience . Strategic Thinking . Vision
Leading People	<ul style="list-style-type: none"> . Conflict Management . Leveraging Diversity 	<ul style="list-style-type: none"> . Developing Others . Team Building
Building Coalitions/Communications	<ul style="list-style-type: none"> . Influencing/Negotiating . Partnering . Political Savvy 	
Results Driven	<ul style="list-style-type: none"> . Accountability . Customer Service . Decisiveness 	<ul style="list-style-type: none"> . Entrepreneurship . Problem Solving . Technical Credibility
Business Acumen	<ul style="list-style-type: none"> . Financial Management . Human Capital Management . Technology Management 	
Fundamentals	<ul style="list-style-type: none"> . Interpersonal Skills . Written Communication . Oral Communication 	<ul style="list-style-type: none"> . Integrity/Honesty . Continual Learning . Public Service Motivation

The Agency follows OPM’s general guidance regarding the importance of the various competencies based on the leadership level of the individual. The chart on the next page identifies which competencies are expected at the relevant leadership levels (competencies are cumulative as one progresses up the leadership ranks):

CORE (Fundamental) COMPETENCIES	PRE-SUPERVISOR, PROJECT LEADER, TEAM LEADER	SUPERVISOR	MANAGER	EXECUTIVE
1. Interpersonal Skills	7. Flexibility	16. Human Capital Management	20. Technology Management	25. External Awareness
2. Written Communication	8. Problem solving	17. Conflict Management	21. Political Savvy	26. Vision
3. Oral Communication	9. Resilience	18. Leveraging Diversity	22. Financial Management	27. Strategic Thinking
4. Integrity/ honesty	10. Team Building	19. Developing Others	23. Creativity & Innovation	28. Entrepreneurship
5. Continual learning	11. Customer Service		24. Partnering	
6. Public Service Motivation	12. Technical Credibility			
	13. Accountability			
	14. Decisiveness			
	15. Influencing/ Negotiating			

1. OPM LEADERSHIP 360° ASSESSMENT

In FY 2011, the Agency partnered with OPM to administer the latter’s Leadership 360 Assessment survey to EEOC’s executives, managers and supervisors. The Leadership 360° Assessment allows for feedback from multiple sources comprised of one’s supervisor, peers and subordinates. Two hundred eighty-four of 355 leaders completed self-ratings (80%) with an additional 2,155 individuals providing feedback to the participants. Ratings were done against OPM’s twenty-eight leadership competencies comprising the Executive Core Qualifications (ECQs). It was an excellent opportunity for the participants to gain feedback from those individuals who are in a position to observe their leadership skills. Information gained through this process can be used by the participants to prepare their individual and executive development plans and by the Agency to help focus its leadership development programs.

Results from the assessments showed that the highest ranked competencies among the overall leadership corps were Leveraging Diversity, Technical Credibility, Accountability, and Integrity/Honesty while the lowest ranked were Conflict Management, Technology Management, Team Building and Vision. This type of information will help the Commission emphasize its strengths while exploring ways, including special emphasis in its training courses, to reduce gaps in the lower rated competencies.

2. TECHNICAL SKILLS ASSESSMENT

In addition to assessing leadership competencies, the Agency has used surveys, studies and focus groups to identify competencies possessed by high performing MCO employees (investigators, mediators, administrative judges and field trial attorneys), training necessary to maintain those competencies, and how the Agency reinforces development and use of such competencies. Additional MCO and other groups will be evaluated in FY 2012 and FY 2013.

Based on the information gathered from the surveys and focus groups, EEOC will continue to modify its recruitment documents to recruit and hire individuals in the MCO’s who possess high-performance related competencies, and will create sample individual development plans aimed at

fostering those competencies in the new employees. Sample plans will focus on developing and enhancing high-performance related competencies of MCO staff and provide a framework for MCO managers to follow in building a continuous learning environment for their respective staffs.

At the Headquarters level, the offices responsible for oversight of the Field and Federal operations annually develop nationwide classroom training designed to address Investigator skills, litigation skills, mediation skills and knowledge gaps created through changing laws, court decisions, developing case law and attrition. In FY 2012, the Agency allocated almost one million (46%) of its training funds to direct enforcement functions for the delivery of national training programs to mission critical employees including investigators, mediators, administrative judges, trial and general attorneys. Another half million (25%) of the Commission's training budget was allocated to agency staff to address individual development needs.

Other leadership development strategies include:

- **Management Development training** – EEOC has developed a training curriculum for new and experienced managers to enhance/refresh their competencies related to such areas as performance management, interpersonal relations, conflict management, time management, motivation, communication, staff development and mentoring. Topics addressed will be intended to re-enforce guidance provided in 5 CFR 412, Supervisory, Management and Executive Development.
- **Executive Development Training** – The Agency sends new senior executives to OPM's Federal Executive Institute's (FEI) "Leadership for a Democratic Society" in order to develop Executive Core Qualifications in association with other Federal executives. Space and funding permitting, high achieving GS-15s also have the opportunity to attend this executive development program—fourteen GS-15s have competed, been selected and sent (or will attend) since FY 2008.
- **Online learning** – The Agency provides online learning in a myriad of subjects in an effort to bolster high-performers needs for continuous learning, as well as to provide training in skills that may be desirable in order to accomplish job-related tasks. For example, though EEOC does not yet impose technology-related requirements on its applicants, information that is needed to perform the job is stored in computers on databases and is provided in spreadsheets and on jump drives. In order to locate and extract information from its sources, MCO's must be familiar with how information is kept, retrieved and manipulated. Many of the online courses provide classes and just-in-time training related to information technology management.

In addition, there are curriculum specifically focused on leadership and management development topics and areas of study for emerging leaders. Competency mapping in these areas will be developed and published on inSite.

C. ELIGIBILITY POOLS

With most of the Agency’s leadership talent “home grown,” we must continue identifying ways to further develop their competencies while also considering ways to compete for and attract external talent. The following approaches address how the Agency intends to identify/develop its current and future leaders and recruit external talent.

1. DIVERSITY IN LEADERSHIP

The Office of Human Resources has partnered with the Office of Equal Opportunity to evaluate and address aspects of diversity in its leadership corps and development programs. Initial emphasis has been in the design, development and implementation of a mentoring program and the emerging leader course: “DNA for Leaders” to explore ways to attract and encourage a diverse group of participants. The first offering of the “DNA for Leaders” did not include nominations of any black males and the second session only included four—we intend to explore why this was such a small number and consider ways to increase this participation rate. We will also be looking at the number of minorities, women and individuals with disabilities distributed among top leadership positions. Several initiatives have been identified in the EEOC’s mid-year report addressing the White House Initiative on Asian Americans and Pacific Islanders (AAPI), including opportunities to participate in the “DNA of Leadership” Emerging Leader training course and the OPM/FEI “Leadership for a Democratic Society” executive development program, funding of individual training requests through the quarterly IDP funding process, hiring a Diversity Program manager in OHR, etc.

2. GS-13/14 LEADERSHIP DEVELOPMENT PROGRAM

A draft Executive and Senior Management Development Program description focusing on development of GS-14’s and GS-15s for senior level positions was presented to the Executive Resources Board. A copy of the proposal was also distributed to the SES Council for their feedback. Responses from the Council (subsequently endorsed by the ERB) were that a sufficient number of well qualified GS-15s existed as part of a potential SES leadership eligibility pool. Their guidance was to focus on development of a program for GS-13/14’s. In response, the Agency will develop and offer the competitive Leadership Competency Development Program which will award leadership development courses/slots for this group.

V. Succession Plan

A. SUCCESSION PLANNING STRATEGIES

Organizations with effective succession planning efforts have common characteristics. One of those characteristics is the use of a variety of strategies that help build the continuity of talent needed for future succession. EEOC has already taken many steps to prepare its current and future leaders to meet and overcome expected challenges. Those strategies include the following:

1. RECRUITMENT

The EEOC has a strong product to sell to those individuals looking for a meaningful and rewarding career. Through such initiatives as the EEOC Internship Program and EEOC Attorney Honor Program we believe that we can competitively recruit the very best talent.

Technical competencies identified as necessary for high performance through surveys of investigators, attorneys and mediators and their supervisors have been incorporated into vacancy announcements. Individuals hired into these positions will have the technical skills to be high performers and those who have leadership capabilities are expected to become future EEOC leaders. As we continue to identify competencies for the MCOs and other key positions we will refine the vacancy announcements.

The Agency has partnered with the Office of Personnel Management on an approach to streamline our hiring process. The Agency's standing registry has attracted 15,000 applications. Based on applicants' identified location preferences, OPM provides lists of qualified applicants to Agency offices electronically, thus making available a ready source of potential talent to fill positions as they become available and reducing time necessary to re-advertise the position. As budgetary resources permit, we will continue to implement these strategies as soon as feasible.

Another EEOC hiring initiative is to more actively solicit individuals with disabilities to apply for Commission position vacancies. Our vacancy announcements incorporate language to encourage applicants with disabilities to apply and provide the option for them to submit their applications by fax or online. These Schedule A applications are pulled as soon as they are received and are sent directly to the hiring location for first consideration. It is a goal of the EEOC to continue to be a National leader in hiring individuals with disabilities.

As previously mentioned, the EEOC's primary marketing and job announcement service for recruitment is the OPM managed www.USAJobs.gov which offers an integrated one stop online recruiting center for Federal employees – the Agency also links to this website from its official public website of www.EEOC.gov. Although our primary recruiting portal is through USAJobs, we continue to explore alternative approaches to job advertisement to alert prospective employees to job opportunities at the Agency.

Combined with the Office of Human Resources objective of reducing the time it takes to hire new staff to 80 days, we plan to make the whole recruiting process more efficient, more effective, more responsive to the needs of the EEOC and to the prospective applicants. Through Agency participation in various recruitment outreach job fairs, and by partnering with veteran and disability organizations, many attractive aspects differentiate the EEOC from other employers, public as well as private, particularly our honorable mission and name recognition. Work is underway to continue with “branding” the Agency as an “Employer of Choice”.

a. Recruiting Programs

1) EEOC Attorney Honor Program

The Honor Program was inaugurated in 2000 as a collaboration between the EEOC and the National Labor Relations Board (NLRB). The Honor Program is highly competitive averaging well over 300 applicants each year including third-year law students, judicial law clerks and graduate law students. Its purpose is to recruit the most qualified entry-level attorneys and train them for highly skilled legal work within each agency. Attorneys hired under the Honor Program are assigned to challenging positions, offering valuable legal experience and substantial individual responsibility. In an effort to broaden their legal experience, each Honor Program attorney is given the opportunity to rotate into different assignments within both the EEOC and the NLRB. In addition, Honor Program attorneys receive extensive training to ensure their legal proficiency and expertise in particular practice areas.

The Honor Program has enjoyed tremendous success in the recruitment and hiring of entry-level attorneys into the EEOC--so far, thirty-one attorneys have been hired through the Honor Program. These attorneys have come from all over the country; some directly from law school, and others from judicial clerkships. They have entered employment as Trial Attorneys in district offices, as Attorney-Advisors in our Headquarters in Washington, D.C., as litigators in the Office of Legal Counsel and as appellate decision-writers on appeals filed with the Office of Federal Operations. Many of the selectees have engaged or soon will be participating in temporary assignments to other offices as part of the Commission's efforts to offer broad exposure to the work of the Commission that is one of the goals of the Honor Program.

2) EEOC Internship Program

Internships at the EEOC are designed to provide high school, college, graduate and law students with the opportunity to gain hands on experience working on challenging projects and/or cases involving issues of Federal anti-discrimination law. Interns work closely with experienced attorneys and specialists on a variety of diverse assignments. Intern work assignments include legal research and writing, research and analysis of public policy developments, correspondence with Commission stakeholders on a range of discrimination-related issues, and assistance with charge intake and investigations. We encourage students of all majors to apply as our internship allows students to explore career fields in public service while gaining superior work experience. Internships are generally offered year-round on a rolling admission basis. Internships are unpaid volunteer positions, but we will work with students who are interested in applying for external stipends or academic credit.

2. LEADERSHIP DEVELOPMENT

The following describes various training and development resources/opportunities that the Agency currently offers—we are exploring other external training sources as well:

a. Executive Training

Various training opportunities have been provided to our senior executives and GS-15's including the OPM's Federal Executive Institute (FEI) and on-line training through the Harvard Business School Publishing (HBSP). The Agency has implemented a new policy directive

510.004, Training for Supervisors, Managers, and Executives) which requires that all senior executives prepare and annually update their Executive Development Plans (EDPs). The Agency is also exploring various educational opportunities for executives which will be described in an organizational plan for executive development to be prepared during FY 2012.

b. SES Candidate Development Program

The last EEOC SESCDP class graduated in FY 2003 with six individuals finishing the program and receiving certification by OPM. One of the graduates was selected to become a district director (SES position), two have left the Agency through retirement or transfer to another Federal agency (for an SES position), and three remain as GS-15's at EEOC.

An important question to be addressed is: why only one of the individuals who completed the SESCDP was selected for the positions available? It appears that the candidates were not required to complete mobility contracts as a requisite to participate in the program and have the option of turning down opportunities if they involve relocation. If the Agency does return to this type of development program, this will be a necessary requirement to participate in the program.

c. Management Development Institute (MDI)

Through the Management Development Institute, run by the Office of Human Resources Training and Employee Development Team, EEOC provides various levels of leadership development opportunities. These include:

Course	Audience
Fundamentals of Performance Management	All EEOC supervisors except senior executives.
New Manager Training	Supervisors with less than one year supervisory experience.
DNA of Leadership (Emerging Leader Course)	Employees who have been nominated by their office directors as potential supervisors and are eligible to become supervisors.

d. Mentoring Program

During FY 2011, the Agency implemented a pilot mentoring program which provided opportunities for 40 mentors to provide technical and leadership advice to 40 individuals (mentees) who indicated a desire to improve their competencies in selected areas. The Office of Human Resources, in collaboration with the Office of Equal Opportunity, selected an off-the-shelf mentoring program popular with several Agencies who were recognized as having best practices in mentoring in the Federal Government. Throughout the pilot program, the Agency provided mentors and mentees opportunities to participate in formal training, self and program assessment and developmental activities designed to expose participants to a variety of learning activities.

Following a successful pilot phase, the Agency decided to continue the program through FY 2012. The Agency received 238 applications from employees interested in participating in the program, although enrollment was limited to 40 mentors and 40 mentees. The program demonstrates the Agency's commitment to developing and sustaining a well informed and high performance workforce that is continually learning and expanding its capacity to support the mission of the Agency while broadening the competencies and leadership skills of staff. It is also an important opportunity to foster transfer of tacit knowledge within the Agency.

e. On-Line Learning

The Agency has contracted with Skillsoft to provide 400 online learning slots to EEOC employees as part of its Employee Development Center (EDC). A leadership and management curriculum is part of the course catalog and available to all levels of employees interested in further developing these skills. The leadership curriculum is mapped to the OPM ECQs.

f. Individual Development Plans (IDPs)

The Chief Human Capital Officer issues guidance regarding the importance of preparing and implementing individual development plans as a cooperative agreement between an employee and his/her supervisor. In support of this activity, the Agency issues quarterly calls encouraging employees to submit requests for funding to participate in training programs and attend conferences. Further, as a way to promote the use of the EDC on-line learning resource and foster discussions regarding career development between employees and their supervisors, staff are required to submit IDPs signed by the employee and his/her supervisor listing at least three online courses in order to access one of the registration slots. This is also a particularly valuable opportunity for employees to express their interest in leadership development.

The Agency is preparing a three to five year **Leadership Competency Development Plan** for supervisors and managers which will include competency mapping to link the 28 Executive Core Qualifications and reflects the results of the OPM Leadership 360 Degree Assessments conducted in FY 2011. It will reflect the use of a variety of training sources including on-line training, webinars, classroom training, independent study, conferences, etc. providing a guide to leaders regarding expectations for their future development. It is also intended to address training requirements identified by OPM in 5 CFR Part 412, Supervisory, Management, and Executive Development.

VI. Implementation and Communication

A. IMPLEMENTATION AND COMMUNICATION STRATEGIES.

Because this Leadership Succession Management Plan has been evolving over a significant period of time, many of the activities and steps initially considered have already been accomplished. Versions of the plan have been presented to the Executive Resources Board on at least two occasions and have been reviewed and approved by the Office of the Chair. This document identifies a variety of approaches, plans, and programs which include those already implemented as well as others currently being developed, considered, or planned. The following

chart includes the status of those actions which were initially identified when the Agency began work on a Leadership Succession Planning “Framework.”

Milestone	Planned Date of Completion	Completed
Establish Competitive Selection Process for FEI’s “Leadership for a Democratic Society”		X
Complete OPM Leadership 360° Assessment		X
Implement Mentoring Program		X
Deliver “DNA of Leadership” Course		X
Implement 5CFR Parts 410 and 412 through new Training Orders		X
Complete and Disseminate Prepare Leadership Succession Management Plan		X
Approve & Disseminate Plan	FY 2012	
Prepare Plan for Development of Development Plan EEOC Executives	FY 2012	
Analyze and Apply Results from OPM Leadership 360° Assessment Survey	FY 2012	
Implement Leadership Competency Development Plan	FY 2012	
Study Application Patterns for District Director and Regional Attorney Positions	FY 2013	
Implement Automated Talent Management System	FY 2013	
Metrics Evaluation	See chart for collection schedule	

The chart below lists those activities which we will continue to consider and reference has we communicate the elements and steps in the Agency’s Leadership Succession Management Plan:

Stage	Major Activities
PRE-ROLLOUT (Awareness)	<ul style="list-style-type: none"> • Determine an appropriate message • Develop communication materials • Continue to integrate with existing programs • Develop succession strategies • Begin publicizing the succession management program
ROLLOUT (Activation and Commitment)	<ul style="list-style-type: none"> • Implement new succession strategies for recruitment, selection, development, and retention of leaders • Build elements of succession management into existing leadership courses and other activities, as appropriate • Collect data for metrics • Continue promoting succession management program • Brief supervisors on importance of succession management

Stage	Major Activities
EVALUATION	<ul style="list-style-type: none"> • Gather data from existing sources • Develop new data sources • Establish ongoing evaluation process

B. EXECUTIVE RESOURCES BOARD (ERB) LEADERSHIP SUCCESSION PLANNING COMMITTEE

In order to provide oversight to the implementation and management of succession planning in the Agency, a Leadership Succession Planning Committee will be included as part of the ERB. The ERB is comprised of EEOC executives and oversees aspects of the SES and advises the Chair. This committee will be responsible to the ERB for providing an overview of succession management and leadership development from a corporate perspective and ensure that succession management benefits the EEOC.

VII. Monitoring, Evaluation and Accountability

A. EVALUATION AND MONITORING PLAN

EEOC realizes the importance of measuring the effectiveness of all succession management programs and activities, including its approach for making continuous improvements and ensuring that succession targets and outcomes are realized. Training and development activities are a major component of succession management programs. Therefore, evaluating the effectiveness of training and development activities will be an integral component of the evaluation of the whole succession management program. The primary purpose of evaluation data is to make decisions. Consequently, EEOC will evaluate the Agency’s Leadership Succession Management Plan using a variety of mechanisms, including metrics as indicated in the chart on the following page:

Evaluation of EEOC’s Leadership Succession Management Plan				
Measure	Purpose	Measurement Approach	Frequency	Who Is Responsible
Employee satisfaction with leadership	To determine the extent to which employees hold their leadership in high regard, both overall and on specific facets of leadership	Employee survey	Annually	OHR/OPM
Post-Program Participant Placement Rate	To determine program participant placement rate of those in Candidate Development Programs	Data collected on post program placement rates as compared with Government-wide SES “promotion” rates	As SES positions are filled	OHR
Difference between competencies needed and competencies possessed by managers and leaders*	To determine the extent to which competency gaps are being closed for Management and Leadership Competencies	Assessment of competency gaps using FCAT-M and other assessment resources	Every 3 years	OHR
Program compliance with merit system principles and related laws, rules, and regulations*	To determine that decision, policies, processes, and practices comply with merit system principles, and related laws, rules, and regulations governing Leadership Succession Management	Compliance assessment of programs: SES Candidate Development Program and/or focus groups with leaders and employees.	Incorporate into audit activities	Independent Audit Team
Percentage of corporate leadership positions filled from internal sources, other Government sources (including military) and non-Government sources	To determine the extent to which internal succession planning efforts result in the selection of leaders in corporate leadership positions	Data collected on recruitment sources when leaders are selected for corporate leadership positions	As positions are filled	OHR
Average time from date vacancy announcement closes to date offer is made (expressed in working days) for corporate leadership positions	To determine the extent to which succession planning efforts are allowing the Agency to fill corporate leadership positions in a timely manner	Data collected on time to hire	As positions are filled	OHR

Evaluation of EEOC's Leadership Succession Management Plan (cont'd)				
Measure	Purpose	Measurement Approach	Frequency	Who Is Responsible
Bench Strength Index	To determine that plans are in place to mitigate corporate leadership succession risks	Any profile sheet that indicates that a corporate leadership position is at "high risk" must have an aggressive action plan to address what will be done to reduce the risk rating	Semi-Annually	OHR

B. OPM/GAO Factors for Successful Succession Planning

The factors on the following page are used by OPM and GAO to determine the effectiveness of agencies' succession planning and by EEOC's Office of the Inspector General to evaluate the success of EEOC's plan. Comments in the "EEOC's Approach" column represent OHR's assessment of the factor.

OPM/GAO FACTORS FOR SUCCESSFUL SUCCESSION PLANNING

Success Factor	EEOC'S Approach
Commitment and Active Support of Top Leadership	Drafts of the Leadership Succession Management Plan have been reviewed by the ERB and the Chair. Feedback was provided by the SES Council regarding a proposed Executive and Senior Leader Development Program. A revised version will be presented to the Chair and ERB in the second quarter FY 2012 for approval.
Direct link between the organization's mission, its strategic plan and outcomes.	The Plan supports the Agency's workforce planning goals identified as part of the EEOC draft Human Capital Plan for FY 2011-2014.
Identification of critical skills and competencies that will be needed to achieve current and future programmatic goals	In FY 2007 & FY 2008 the Agency participated in the OPM Federal Competency Assessment Tool for Managers (FCAT-M) and partnered with OPM during FY 2011 to administer its Leadership 360° Assessment to all levels of EEOC supervisors, managers and executives.
Development of strategies to address gaps in mission critical and other key positions.	The "DNA of Leadership" course has been implemented and includes emphasis on the OPM ECQ competencies. The competencies will also be incorporated in other leadership and management courses offered through the EEOC management Development Institute. The "DNA of Leadership" will be delivered again in May 2012.
Leadership Training programs that include formal and informal training for all levels of supervisors, managers and potential leaders.	MDI courses and on-line (Skillsoft) training courses offer development activities for all levels of supervisors, managers and emerging leaders. The "Leadership Competency Development Program" will also be designed and implemented to focus on mid-level supervisors and managers.
Strategies for addressing specific human capital challenges such as diversity, leadership, capacity and retention.	The Office of Human Resources and the Office of Equal Opportunity collaborated to develop and implement a mentoring program in FY 2011—it continues in FY 2012 with 40 mentor/mentee partners. The Diversity and Inclusion Plan was developed in FY 2012 to address ways to improve diversity and inclusive workforce.
A process for evaluating costs and benefits of succession planning efforts and the return on investment it provides the organization.	This is being developed.

VIII. Summary

The EEOC has analyzed past employment trends and projected what the future may hold for our leadership. Considering that future generations of employees (X, Y and Millennium) bring different approaches to work and careers, we must remain vigilant regarding the process for assuring that we have able and ready future leaders. This may entail recruiting more leaders from external sources if the Agency experiences the mobility which some individuals use to characterize these future generations. While initially this may appear to present a challenge for the Agency and the Federal Government as a whole, it also offers an opportunity to recruit and develop individuals with competencies necessary to be future leaders.

Identifying, assessing, and developing leadership competencies among Agency staff and recruiting individuals with high performance attributes summarizes the overall approach to EEOC's management of leadership succession planning. Through this process we will grow or recruit individuals able to effectively advance EEOC into the future. Plans are currently underway to develop a Talent Management System which will include an automated competency assessment system to assist in identification of competencies not only for leaders but for all Agency positions, thus encouraging high performance at all levels. Workforce planning and implementation of the EEOC Human Capital Plan for FY 2012 – FY 2016 will provide structure and guidance for Agency human capital decisions.

In order for this plan to be successfully implemented, we recommend that all EEOC supervisors, managers, and executives read and be familiar with this plan and understand their important role as potential recruiters, managers of their career development, and advocates for high performance. We recommend that:

- Essential funding continue to be made available for internal leadership developmental programs offered through the MDI as well as for external training programs such as FEI and those identified through the quarterly IDP training requests;
- Leaders at all levels continue to participate in competency assessments such as the OPM Leadership 360° Assessment in order to examine their strengths and areas for improvement and explore various resources to enhance their leadership and management competencies;
- Developmental opportunities/programs be provided for staff at GS-13/14 level to prepare these individuals for bridging into leadership positions;
- Individuals be recruited who possess competencies which have been identified as necessary for high performance in the specific position;
- A pipeline be maintained of non-supervisors and supervisors with the right competencies who are ready to step into future leadership positions;

- Executives continually look for opportunities to enhance their leadership qualifications and use the Executive Development Plan as a means for identifying future development activities/opportunities;

We expect this plan to be a fluid approach and will need to be re-considered on a periodic basis to meet the changing needs of the Commission's employees, leaders, and stakeholders.

Appendix A

Executive Core Qualifications (ECQs)

The Executive Core Qualifications (ECQs) define the competencies needed to build a Federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The Executive Core Qualifications are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions. OPM's *Guide to the Senior Executive Service Qualifications* provides detailed information on the Executive Core Qualifications.

Executive Core Qualifications:

- [ECQ 1 Leading Change](#)
- [ECQ 2 Leading People](#)
- [ECQ 3 Results Driven](#)
- [ECQ 4 Business Acumen](#)
- [ECQ 5 Building Coalitions](#)

Fundamental Competencies

ECQ 1: Leading Change

Definition: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

Creativity and Innovation

Develops new insights into situations; questions conventional approaches; encourages new ideas and innovations; designs and implements new or cutting edge programs/processes.

External Awareness

Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.

Flexibility

Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.

Resilience

Deals effectively with pressure; remains optimistic and persistent, even under adversity. Recovers quickly from setbacks.

Strategic Thinking

Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.

Vision

Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change. Influences others to translate vision into action.

ECQ 2: Leading People

Definition: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

Conflict Management

Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.

Leveraging Diversity

Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization.

Developing Others

Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.

Team Building

Inspires and fosters team commitment, spirit, pride, and trust. Facilitates cooperation and motivates team members to accomplish group goals.

ECQ 3: Results Driven

Definition: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Accountability

Holds self and others accountable for measurable high-quality, timely, and cost-effective results. Determines objectives, sets priorities, and delegates work. Accepts responsibility for mistakes. Complies with established control systems and rules.

Customer Service

Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.

Decisiveness

Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.

Entrepreneurship

Positions the organization for future success by identifying new opportunities; builds the organization by developing or improving products or services. Takes calculated risks to accomplish organizational objectives.

Problem Solving

Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.

Technical Credibility

Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.

ECQ 4: Business Acumen

Definition: This core qualification involves the ability to manage human, financial, and information resources strategically.

Financial Management

Understands the organization's financial processes. Prepares, justifies, and administers the program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.

Human Capital Management

Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.

Technology Management

Keeps up-to-date on technological developments. Makes effective use of technology to achieve results. Ensures access to and security of technology systems.

ECQ 5: Building Coalitions

Definition: This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

Partnering

Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.

Political Savvy

Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly.

Influencing/Negotiating

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals.

Appendix B

Cumulative Retirement Eligibility Projections, Chart #2, Page 11						
Position	Retirement Elig	FY	Count	Cum Count	Percent	Cum %
AJ'S	Eligibility	2011	27	27	24.1%	24.1%
AJ'S	Eligibility	2012	4	31	3.6%	27.7%
AJ'S	Eligibility	2013	1	32	0.9%	28.6%
AJ'S	Eligibility	2014	5	37	4.5%	33.1%
AJ'S	Eligibility	2015	9	46	8.0%	41.1%
AJ'S	Eligibility	2016	5	51	4.5%	45.6%
ATTORNEYS	Eligibility	2011	58	58	14.8%	14.8%
ATTORNEYS	Eligibility	2012	5	63	1.3%	16.1%
ATTORNEYS	Eligibility	2013	10	73	2.6%	18.7%
ATTORNEYS	Eligibility	2014	11	84	2.8%	21.5%
ATTORNEYS	Eligibility	2015	15	99	3.8%	25.3%
ATTORNEYS	Eligibility	2016	5	104	1.3%	26.6%
INVESTIGATORS	Eligibility	2011	195	195	20.7%	20.7%
INVESTIGATORS	Eligibility	2012	26	221	2.8%	23.5%
INVESTIGATORS	Eligibility	2013	32	253	3.4%	26.9%
INVESTIGATORS	Eligibility	2014	26	279	2.8%	29.7%
INVESTIGATORS	Eligibility	2015	39	318	4.1%	33.8%
INVESTIGATORS	Eligibility	2016	22	340	2.3%	36.2%
MEDIATORS	Eligibility	2011	38	38	38.0%	38.0%
MEDIATORS	Eligibility	2012	5	43	5.0%	43.0%
MEDIATORS	Eligibility	2013	3	46	3.0%	46.0%
MEDIATORS	Eligibility	2014	8	54	8.0%	54.0%
MEDIATORS	Eligibility	2015	5	59	5.0%	59.0%
MEDIATORS	Eligibility	2016	0	59	0.0%	59.0%
OTHER POSITIONS	Eligibility	2011	196	196	20.8%	20.8%
OTHER POSITIONS	Eligibility	2012	43	239	4.6%	25.4%
OTHER POSITIONS	Eligibility	2013	33	272	3.5%	28.9%
OTHER POSITIONS	Eligibility	2014	31	303	3.3%	32.2%
OTHER POSITIONS	Eligibility	2015	45	348	4.8%	37.0%
OTHER POSITIONS	Eligibility	2016	28	376	3.0%	40.0%
ALL	Eligibility	2011	514	514	20.7%	20.7%
ALL	Eligibility	2012	83	597	3.3%	24.0%
ALL	Eligibility	2013	79	676	3.2%	27.2%
ALL	Eligibility	2014	81	757	3.3%	30.5%
ALL	Eligibility	2015	113	870	4.5%	35.0%
ALL	Eligibility	2016	60	930	2.4%	37.4%