

MD-715
EEO Program Status Report



Fiscal Year 2020

USACE St. Paul District
180 5th Street East
Suite 700
St. Paul, MN 55101-1678

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U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

EEOC FORM 715-01 PART A - D				
For period covering October 1, 2019, to September 30, 2020.				
PART A Department or Agency Identifying Information	1. Agency		Department of the Army	
	1.a. 2 nd level reporting component		U.S. Army Corps of Engineers	
	1.b. 3 rd level reporting component		Mississippi Valley Division	
	1.c. 4 th level reporting component		St. Paul District	
	2. Address		180 5 th Street East, Suite 700	
	3. City, State, Zip Code		St. Paul, MN 55101-1678	
	4. Agency Code	5. FIPS Code	ARCE	27123
PART B Total Employment	1. Enter total number of permanent workforce			635
	2. Enter total number of temporary workforce			41
	TOTAL Workforce [add lines]			676
PART C.1 Head of Agency and Head of Agency Designee	Agency Leadership		Name & Title	
	1. Head of Agency		Colonel, U.S. Army. Commander, Karl D. Jansen	
	2. Head of Agency Designee			
EEO Program Staff		Name, Title, Series, Pay Plan, Grade, Phone Number, Email Address		
PART C.2 Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Principal EEO Director/Official		Courtney A. Emmerich, EEO Officer, GS-0260-12	
	2. Affirmative Employment Program Manager		Courtney A. Emmerich, EEO Officer, GS-0260-12	
	3. Complaint Processing Program Manager		Courtney A. Emmerich, EEO Officer, GS-0260-12	
	4. Diversity & Inclusion Officer		Courtney A. Emmerich, EEO Officer, GS-0260-12	
	5. Hispanic Program Manager (SEPM)		Vacant - Establishing in FY-2021	
	6. Women's Program Manager (SEPM)		Vacant - Establishing in FY-2021	

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	7. Disability Program Manager (SEPM)	Lupe Santos-Jensen, GS-0260-11
	8. Special Placement Program Coordinator (Individuals with Disabilities)	Vacant – Establishing with CPAC in FY-2021
	9. Reasonable Accommodation Program Manager	Lupe Santos-Jensen, GS-0260-11
	10. Anti-Harassment Program Manager	Vacant – USACE hasn't established an Anti-Harassment Program
	11. ADR Program Manager	Courtney Emmerich, EEO Officer, GS-0260-12
	12. Compliance Manager	Courtney Emmerich, EEO Officer, GS-0260-12
	13. Principal MD-715 Preparer	Courtney Emmerich, EEO Officer, GS-0260-12
	14. Other EEO Staff	N/A

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PART D List of Subordinate Components Covered in This Report	Subordinate Component, City State, Country (Optional), Agency Code and FIPS Codes St. Paul District Field Site Office Locations are Listed Below	Agency and FIPS Codes
	Miss. River Nat. Resource Operations Manager, 1114 South Oak Street, La Crescent, MN 55947	ARCE 27055
	Blackhawk Park, E590 County Road BI De Soto WI 54624-8120	ARCE 55123
	Eau Galle Project Office, W501 Eau Galle Dam Rd. Spring Valley, WI 54767-9057	ARCE 55093
	Headwaters Operations Manager, 34385 Hwy 2 West Grand Rapids, MN 55744	ARCE 27061
	Cross Lake, 35507 County Road 66 Cross Lake, MN 56442	ARCE 27035
	Gull Lake, 10867 E Gull Lake Dr. Brainerd, MN 56401	ARCE 27021
	Leech Lake, 01217 Federal Dam Dr. NE Federal Dam, MN 56641	ARCE 27021

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	Pokegama, 34385 Hwy 2 West Grand Rapids, MN 55744	ARCE 27061
	Sandy Lake, 22205 531st Ln. McGregor, MN 55760	ARCE 27001
	Winnibigoshish, 34385 Hwy 2 West Grand Rapids, MN 55744	ARCE 27061
	Western Flood Control Operations Manager, 15 South 21st Street, Room 102 Fargo, ND 58103-1435	ARCE 38017
	Lake Ashtabula/Baldhill Dam Project Office, 2630-114th Avenue Southeast Valley City, ND 58072-9795	ARCE 38003
	Lac Qui Parle Project Office, 9055 First St West P.O. Box 177 Watson, MN 56295-0177	ARCE 27023
	Orwell Project Office, 14780 Orwell Road Fergus Falls, MN 56537-7228	ARCE 27111
	Lake Traverse Project Office, 6338 County Road 10 Wheaton, MN 56296-5469	ARCE 27155
	Fountain City Offices, 431 North Shore Drive P.O. Box 397 Fountain City, WI 54629-0397 Channels & Harbors Operations Manager, 431 North Shore Drive P.O. Box 397 Fountain City, WI 54629-0397 Physical Support Branch, 431 North Shore Drive P.O. Box 397 Fountain City, WI 54629-0397 Dredge Wm. Goetz, P.O. Box 397 Fountain City, WI 54629-0397 Maintenance & Repair, 431 North Shore Drive P.O. Box 397 Fountain City, WI 54629-0397 Fountain City - Other Physical Support, 431 North Shore Drive P.O. Box 397 Fountain City, WI 54629-0397 Locks & Dams Operations Manager, 431 North Shore Drive	ARCE 55011

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	P.O. Box 397 Fountain City, WI 54629-0397	
	Upper Saint Anthony Falls Lock & Dam, 1 Portland Avenue Minneapolis, MN 55401-2528	ARCE 27053
	Lower St. Anthony Falls Lock & Dam, 1875 West River Parkway Minneapolis, MN 55434-1027	ARCE 27053
	Lock & Dam 1, 5000 West River Parkway Minneapolis, MN 55417-1681	ARCE 27053
	Lock & Dam 2, 1350 Dam Road; Hastings, MN 5033-1145	ARCE 27037
	Lock & Dam 3, 4330 Lock & Dam Road Welch, MN 55089-9644	ARCE 27049
	Lock & Dam 4, Hwy. 35 & Cedar Street Alma, WI 54610-0325	ARCE 55011
	Lock & Dam 5, 12554 Highway 61 Minnesota City, MN 55959-9756	ARCE 27169
	Lock & Dam 5A, W679 State Hwy 35 Fountain City, WI 54629-7214	ARCE 55011
	Lock & Dam 6, W24055 Lock & Dam Rd. Trempealeau, WI 54661-0406	ARCE 55121
	Lock & Dam 7, 33018 Highway 61 La Crescent, MN 55947-9538	ARCE 27055
	Lock & Dam 8, 4405 Highway 35 Box 10 Genoa, WI 54632-0265	ARCE 55123
	Lock & Dam 9, 24545 State Highway 35 Eastman, WI 54626-7150	ARCE 55023
	Lock & Dam 10, 5 Lock and Dam Lane Guttenberg, IA 52052-0849	ARCE 19043
	Bemidji Field Office, 4111 Technology Drive NW Suite 295 Bemidji, MN 56601	ARCE 27007
	Brainerd Field Office, 10867 East Gull Lake Dr. NW Brainerd, MN 56401	ARCE 27021
	Green Bay Field Office, 211 N. Broadway Suite 216, Old Fort Square Green Bay, WI 54303	ARCE 55009

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	Hayward Field Office, 15954 River's Edge Drive, Suite 240 Hayward, WI 54843	ARCE 55113	
	La Crescent Field Office, 1114 South Oak Street La Crescent, MN 55947-1338	ARCE 27055	
	Stevens Point Field Office, 1314 Contractor Boulevard Plover, WI 54467	ARCE 55097	
	Two Harbors Field Office, 1554 Hwy 2, Suite 2 Two Harbors, MN 55616	ARCE 27075	
	Waukesha Field Office, 20711 Watertown Road, Suite F. Waukesha, WI 53186	ARCE 55133	
PART D.2 Mandatory and Optional Documents for this Report	Did the agency submit the following documents	Please respond Yes or No	
PART D.2 Mandatory and Optional Documents for this Report	Organizational Chart (MANDATORY)	Yes	
PART D.2 Mandatory and Optional Documents for this Report	EEO Policy Statement (MANDATORY)	Yes	Comments
	Strategic Plan (MANDATORY)	Yes	Attached (Unsigned) and Commander Priorities
	Anti-Harassment Policy and Procedures (MANDATORY)	Yes	Policy Memo #14
	Reasonable Accommodation Procedures (MANDATORY)	Yes	Policy Memo #13
	Personal Assistance Services Procedures (MANDATORY)	No	USACE has not issued PAS Policy; addressed in AR 690-12
	Alternative Dispute Resolution Program (MANDATORY)	Yes	Policy Memo #11
	Federal Equal Opportunity Recruitment Program (FEORP) Report (OPTIONAL)	Yes	Attached; addressed in AR 690-12
	Disabled Veterans Affirmative Action Program (DVAAP) Report (OPTIONAL)	Yes	Attached
	Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548 (OPTIONAL)	No	

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	Diversity and Inclusion Plan under Executive Order 13583 (OPTIONAL)	No	
	Diversity Policy Statement (OPTIONAL)	Yes	
	Human Capital Strategic Plan (OPTIONAL)	Yes	
	EEO Strategic Plan (OPTIONAL)	No	
	Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey (OPTIONAL)	Yes	

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715-01 Part E

EXECUTIVE SUMMARY

Part E.1 – Mission.

Executive Summary and Organization Information

The St. Paul District is a component of the Corps of Engineers and the Department of the Army. The District plans, designs, builds, and operates water resource projects for Minnesota, western Wisconsin, northeastern North Dakota, and portions of South Dakota and Iowa. We are responsible for supporting inland navigation; helping local communities manage and reduce flood risk; operating reservoirs for flood damage reduction, recreation, fish and wildlife habitat and water supply; carrying out environmental restoration programs to improve fish and wildlife habitat; and conducting emergency response operations during and following natural disasters. The St. Paul District has an EEO Office staffed with two positions, one EEO Manager and one EEO Specialist, who are in the main district office building. The St. Paul District's organizational structure as well as the mission statement can be found on the organization's public website <https://www.mvp.usace.army.mil/>.

The vast St. Paul District covers 139,000 square miles; contains four (4) major river basins including the Mississippi, Red River of the North, Souris, and Rainy rivers; operates in five (5) states; manages thirteen (13) locks and dams, maintains nine-foot navigation channels, along two hundred-eight four (284) river miles in the Upper Mississippi River System; operates sixteen (16) flood risk reduction reservoirs; collaborates with twenty-five (25) federally recognized tribes within the District; and operates out of forty-one (41) locations including the St. Paul District Office located in the heart of St. Paul, Minnesota. The St. Paul District has six (6) missions: 1) Emergency Operations and Disaster Response, 2) Regulatory, 3) Navigation, 4) Environmental Management and Engineering, 5) Flood Response and Risk Management, and 6) Recreation.

The Headquarters' USACE website www.usace.army.mil/about/Pages/Locations.aspx provides additional information concerning District locations and USACE employees.

The St. Paul District website <https://www.mvp.usace.army.mil/> provides information on its leadership, history, missions, site locations, and outreach.

USACE Mission

USACE provides vital public engineering services in peace and war to strengthen our Nation's security, energize the economy, and reduce risks from disasters, to include:

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- Planning, designing, building and operating water resources, and other civil works projects (navigation, flood control, environmental protection, disaster response);
- Advising the Army leadership on engineering matters and serving as the Army's topographer, proponent for real estate, and other related engineering programs;
- Designing and managing the construction of military facilities for the Army and Air Force (military construction); and,
- Providing design, construction management, and research and development support for USACE, Defense, and other agencies (to include interagency and international services).

USACE Vision

"Engineering Solutions for the Nation's Toughest Challenges"

St. Paul District's Vision

A relentless pursuit to become a relevant, world class District of Choice for our workforce, partners, region, enterprise, and Nation by BUILDING STRONG and TAKING CARE OF PEOPLE.

St. Paul District Mission and Guiding Principles

The St. Paul District is also known as MVP and has designed its mission and guiding principles according to this acronym meaning **M**ission, **V**alue, and **P**eople. These guiding principles represent a broad philosophy that encompass our collective beliefs and values and guide our organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, or type of work. These guiding principles create an organizational culture where everyone understands what's important:

- **Mission:** Committed to delivering our program
 1. We hold ourselves accountable to high standards and professional ethics
 2. We understand and follow our processes
 3. We resource and empower our multidisciplinary teams to succeed
- **Vision:** Passionate about using our expertise to serve others
 4. We demonstrate positive teamwork, communication, collaboration, and cooperation
 5. We step-up to serve our fellow citizens and nation in times of disaster or conflict
 6. We embrace constructive conflict to yield better results

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7. We are forward-looking and use ingenuity to seize opportunities and address challenges
8. We play to our strengths, embrace change, and continuously improve
- **People:** Dedicated to care for and develop an inspired professional workforce of trusted and reliable teammates
 9. We take care of one another and seek a healthy work-life balance for all
 10. We demonstrate inclusiveness and value clear, candid and transparent two-way communication
 11. We build optimistic engaged leaders who maintain a healthy work environment
 12. We invest to recruit, develop, employ, and retain talented teammates

EEO Mission

To promote, support and institutionalize Equal Employment Opportunity (EEO) in the workplace through compliance with applicable laws.

The Equal Employment Opportunity Office is a special staff, responsible for providing technical guidance, direction and advice to the installation, maintaining a continuing affirmative employment program that promotes equal opportunity, and identifies and eliminates discriminatory practices and policies in the District. St. Paul District policies concerning equal employment opportunity fully comply with and support the Department of the Army policy on equal employment opportunity and provide EEO services to all employees throughout the various forty-one (41) District locations.

Diversity, Equity and Inclusion (DEI) Mission

Contribute to and support mission readiness while sustaining the St. Paul District as a leader in Diversity, Equity, and Inclusion (DEI). A leader in embracing the strengths of diverse people in an inclusive environment...investing in and managing talent, valuing people as individuals, and developing culturally astute Civilians and Soldiers who enhance our communities in preparation for the human dimensions of leadership and global engagements.

Model Program (Form G) Summary

Part E.2 – Essential Element A-F

This report serves as the Fiscal Year (FY) 2020 annual civil rights program status report for the U.S. Army Corps of Engineers (USACE), St. Paul District, in compliance with U.S. Equal Employment Opportunity Commission's Management Directive 715-01

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(EEOC MD-715). This MD-715 report and corresponding analyses demonstrate the agency's commitment to establishing and maintaining an effective civil rights program, inspiring a culture of equal opportunity and inclusion, and ensuring a model workplace free from unlawful discrimination through active engagement, training, and compliance reviews.

Form G summary

<u>Form G Element</u>	<u>Number of Deficiencies this year</u>	<u>Number of deficiencies last year</u>	<u>Number increase/decrease</u>	<u>Percent of Net change</u>
<u>A</u>	<u>1</u>	<u>1</u>	<u>N/A</u>	<u>No Change</u>
<u>B</u>	<u>6</u>	<u>6</u>	<u>N/A</u>	<u>No Change</u>
<u>C</u>	<u>13</u>	<u>4</u>	<u>+9</u>	<u>225%</u>
<u>D</u>	<u>1</u>	<u>3</u>	<u>-2</u>	<u>67%</u>
<u>E</u>	<u>2</u>	<u>2</u>	<u>N/A</u>	<u>No Change</u>
<u>F</u>	<u>2</u>	<u>2</u>	<u>N/A</u>	<u>No Change</u>

Every year, the agency evaluates whether its civil rights program meets requirements established by law and described in EEOC's directives for implementation of civil rights laws; and, as necessary, the agency writes plans to ensure that any programmatic deficiencies are corrected. The following "Parts" of this report detail the state of the civil rights program and activities planned for execution through Fiscal Year (FY) 2021, to enhance affirmative employment activities and barrier identification programs, with the end goal of shaping the St. Paul District into a "model" EEO and affirmative employment program as described by the EEOC.

The EEOC describes six elements as essential for the establishment of a "model" EEO program, and the assessment which follows (Part G, the point-by-point checklist of the EEOC's requirements in each element) reflects the following compliance rates regarding the civil rights practices of the agency;

A: Demonstrated Commitment from Agency Leadership: 93%-13 of 14;
B: Integration of EEO into the Agency's Strategic Mission: 85%-33 of 39;
C: Management and Program Accountability: 70%- 31 of 44;
D: Proactive Prevention of Unlawful Discrimination: 93%- 13 of 14;
E: Program Efficiency: 94%-31 of 33; and
F: Responsiveness and Legal Compliance: 83% 10 of 12.

The following is a summary of the St. Paul District program deficiencies and plans based on the FY20 assessment of the civil rights program, per the EEOC's six essential elements. The summary includes notes on corrective actions, progress with, or resolution of, prior plans to rectify program deficiencies.

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Essential Element A: Demonstrated Commitment from Agency Leadership: 93%
(Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.)

A.3.a Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)]

Resolved. The St. Paul District falls under USACE HQ EEO Awards Program. The St. Paul District reported in FY19, that EEO awards were not issued; however, in FY20 MVP incorporated honorary EEO awards for supervisory and non-supervisory employees who demonstrated outstanding commitment and support of the EEO program, in addition to the HQ USACE EEO Enterprise EEO awards.

A.2.C.4 Does the Agency disseminate the following policies and procedures to all employees; Anti-Harassment Program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.V.1]

New. The St. Paul District (MVP) previously reported the agency has an Anti-Harassment Program policy including EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors. USACE does not yet have an Anti-Harassment Program in place as required by the Equal Employment Opportunity Commission (EEOC). The St. Paul District currently issues a Workplace Prevention Policy annually; however, MVP will prepare an Anti-Harassment Policy Memo in FY21 to include the Vicarious Employer Liability elements as required by the EEOC.

Essential Element B: Integration of EEO Into the Agency's Strategic Mission: 85%
(EEO programs must be structured to prevent discrimination in policies and practices in support of the agency's mission.)

B.1.a Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR Â§1614.102(b)(4)]

New. No. The Equal Employment Manager (EEO Chief) does not report to the Commander (agency head); however, all support offices report to the Deputy Commander, including the EEO Office (therefore, not reporting a deficiency for item B.1.a.1: If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices). The reporting structure follows AR 690-12, 1-4 (7): Ensure that the senior EEO official is

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a member of the Commander's personal staff and is rated or senior rated by the Commander. Form H not completed.

B.1.c During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)]

New. The St. Paul District EEO Office experienced turnover in FY20 and did not present the "State of the Agency" briefing. The new Equal Employment Manager was hired in July 2020 and will present the "State of the Agency" including the six essential elements of the EEO program and the status of the barrier analysis process briefing in FY2021 to the head of the agency and other senior management officials (Corporate Board).

B.4.a.1 To conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]

Resolved. The new EEO manager hired in July 2020 conducted a program review utilizing the U.S. Army Corps of Engineers Equal Employment Opportunity Program Command Inspection Checklist immediately upon hire and met with both the Commander and Deputy Commander to discuss program deficiencies. In this meeting, I provided the Colonel and the Deputy Colonel a copy of the program checklist as well as a copy of the MD-715 report to address programmatic deficiencies. One of the biggest areas of concerns was the lack of Special Emphasis Programming at the St. Paul District. The Corporate Board approved funding for the Special Emphasis Committee (2 hours monthly for 9 program managers to assist with planning Special Observances and barrier analysis activities) in September 2020. Additionally, the EEO manager conducted a self-analysis of the District (Part G of the MD-715 report) and submitted to the Mississippi Valley Division (MVD) EEO Enterprise via the MD-715 Reporter on October 16, 2020.

B.4.a.2 To enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]

Resolved. The St. Paul District Office received funding to reinvigorate the Special Emphasis Program Committee that will assist with the barrier analysis process in FY21. Additionally, the EEO Office is working closely with executive leadership to create a senior leader barrier analysis working group in FY21 to eliminate EEO program deficiencies and barriers to equal employment opportunity. The Command did remove an FTE (3 FTE's to 2 FTS's) from the EEO Office in FY2019; the EEO office will continue to analyze workflow and revisit if additional staffing is needed.

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B.4.a.7 To maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.

Resolved. This is not a funding issue. See E.4.a.4 the Department of Army has not made this information available to District level EEO Offices. No Form H completed due to issues outside of the agency's control.

B.4.a.8 To effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC Â§ 7201; 38 USC Â§ 4214; 5 CFR Â§ 720.204; 5 CFR Â§ 213.3102(t) and (u); 5 CFR Â§ 315.709]

Resolved. The Corporate Board approved funding for the Special Emphasis Committee (2 hours monthly for 9 program managers to assist with planning Special Observances and barrier analysis activities) in September 2020.

B.4.a.9 To effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I]; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), Â§ V.C.1]

New. The U.S. Army Corps of Engineers (USACE) does not have an Anti-Harassment Program as required by the EEOC; this is an agency-wide programmatic deficiency. The St. Paul District will follow any, and all guidance, provided regarding the status of creating and implementing an Anti-Harassment Program through the District chain of command as well as the EEO Enterprise. No Form H completed program implementation outside of District level EEO Office control.

B.4.b Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR Â§ 1614.102(a)(1)]

Resolved. The EEO Office has a budget that is separate from other offices within the agency. The EEO Office reported in FY19 that one-third of the manpower budget was allocated to the Internal Affairs Office; this FTE has since been removed from the EEO Office and temporarily allocated to the Internal Affairs Office.

B.6.a Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]

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Resolved. The Corporate Board approved funding for the SEPC in FY20 and will participate in the implementation of the program in FY2021 to include reviewing and approving the SEPC Charter.

B.6.b Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]

New. No. The EEO Office will seek feedback and senior management participation with barrier analyses (including Corporate Board feedback) in FY21 including creating a leadership barrier analysis group. Additionally, the EEO Office will solicit EEO activity operationalization and accomplishments input from each Division quarterly.

B.6.c When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]

New. No. The EEO Office is working diligently to build relationships with St. Paul District senior leaders and currently participates in leadership meetings (to include the Corporate Board). Senior leaders will be briefed regarding EEO program deficiencies and barriers to equal employment opportunity and will participate in developing action plans to eliminate them.

B.6.d Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR Â§ 1614.102(a)(5)]

New. No. The EEO Officer is working with St. Paul District senior leadership to operationalize EEO objectives into the agency's strategic plan for FY21 based on results from the annual EEO reports (MD-715, 462 Report, DVAAP, and FEORP) as well as Project Inclusion, DEOCS, and FEVS data.

Essential Element C: Management and Program Accountability: 70%
(The Agency Head holds all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.)

C.2.a Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, Â§ V.C.1 (June 18, 1999)]

New. The U.S. Army Corps of Engineers (USACE) does not have an Anti-Harassment Program as required by the EEOC; this is an agency-wide programmatic deficiency. The St. Paul District will follow any, and all guidance, provided regarding the status of

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creating and implementing an Anti-Harassment Program through the District chain of command as well as the EEO Enterprise. The St. Paul District will update the District Anti-Harassment Policy statement in FY21 to include vicarious employer liability information. No Form H completed; program implementation outside of District level EEO Office control.

C.2.a.2 Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]

New. USACE does not have an Anti-Harassment Program/Coordinator as required by the EEOC; this is an agency-wide programmatic deficiency; Commander will identify Anti-Harassment Coordinator in FY21.

C.2.a.4 Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]

New. USACE does not have an Anti-Harassment Program or Coordinator. The St. Paul District will follow any, and all guidance, provided regarding the status of creating and implementing an Anti-Harassment Program through the District chain of command as well as the EEO Enterprise. No Form H completed; program implementation outside of District level EEO Office control.

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

New. USACE does not have an Anti-Harassment Program or Coordinator, nor a formalized inquiry process for all harassment claims. The agency has a process in place to conduct inquiries for sexual harassment claims, but not all allegations of harassment. The St. Paul District will ensure the Anti-Harassment Implementation Procedures within AR 690-12 are included in the FY21 St. Paul District Anti-Harassment policy memo. No form H included.

C.2.b.2 Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]

New. No. The Disability Program Manager (DPM) is also the EEO Counselor, there is not currently a firewall between the reasonable accommodation process and the EEO

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Counselor and EEO Manager. Requested full-time DPM who is not also the EEO Counselor or the EEO Officer to ensure a proper firewall between the RA and EEO complaint processes.

C.2.b.5 Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.

New. [88% Reasonable Accommodation requests within the time frame] EEO Officer will create excel spreadsheet for DPM to track RA timeframes in FY21.

C.2.c Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]

Ongoing. The requirement for Personal Assistance Procedures (PAS) is a recent requirement within the last few years. Procedures have not been established Army-wide. The St. Paul District will implement PAS upon receipt of guidance from Army or the USACE EEO Enterprise.

C.2.c.1 Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR Â§ 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.

Ongoing. Procedures have been established Army-wide. The St. Paul District will implement PAS upon receipt of guidance from Army or the USACE EEO Enterprise. No Form H completed; program implementation outside of District level EEO Office control.

C.3.b.8 Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]

New. USACE does not have an Anti-Harassment Program. Procedures have not been established Army-wide. No Form H completed; program implementation outside of District level EEO Office control.

C.4.b Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]

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Ongoing. The EEO Office will work with St. Paul District leadership to implement regular review timetables.

C.4.d Does the HR office timely provide the EEO office with timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]

New. No. The EEO Officer is working with the CPAC Chief to obtain HR data for exit interviews, and grievance data upon request. EEO Office has access to climate survey data. EEO Officer finalized EEO Exit Interview form for out-processing employees in Q1 of FY21.

C.4.e.2. Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]

Resolved. The CPAC office has worked with the CHRA Enterprise, the EEO Office, and St. Paul leadership to promote national recruitment.

C.4.e.4 Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]

New. No. The EEO Office will incorporate CPAC Chief in leadership Barrier Analysis working group in FY21.

C.4.e.5 Assist in preparing the MD-715 report? [see MD-715, II(C)]

New. The EEO Officer continues to build the relationship between the EEO and CPAC offices and will include/request CPAC Chief participation in the MD-715 preparation in FY21.

Essential Element D: Proactive Prevention: 100%
(The agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunities in the workplace)

D.1.c Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]

Resolved. CPAC provided out-processing information and an optional exit interview for employees leaving the agency and the EEO office is in the process of creating an EEO specific Exit Survey; the St. Paul District also initiated a Defense Organization Climate Survey (DEOCS) in FY20.

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D.2.b Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR Â§1614.102(a)(3)]

Resolved. The EEO officer sits in on the Corporate Board and advises on impacts of management/personnel policies, procedures, and practices. The St. Paul District is creating a leadership barrier analysis group in FY21.

D.3.b If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]

Resolved. The agency submitted a Part I for identified barriers.

D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.

New. The agency will post its affirmative action plan on the St. Paul District public website in FY21.

Essential Element E: Program Efficiency: 94%
(The agency head must ensure there are systems for evaluating the impact and effectiveness of the agency's EEO programs and a fair dispute resolution process.)

E.4.a.3 Recruitment activities? [see MD-715, II(E)]

Resolved. The EEO Office conducted an annual Operational Order (FRAGO) to obtain recruitment activity accomplishments from the St. Paul District leadership in FY20. The EEO Office plans to increase the frequency of feedback from MVP leadership in FY21 to request data quarterly to actively work on our affirmative employment plan throughout the Fiscal Year.

E.4.a.4 External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]

Ongoing. Army does not have a system that allows the U.S. Army Corps of Engineers (USACE) to review or analyze applicant flow data. St. Paul District leadership has brought this attention to MG Holland and is seeking to obtain access to these valuable data points in order to accurately assess recruitment efforts in diversifying the applicant pool as well as selections made by MVP. No Form H completed; program implementation outside of District level EEO Office control.

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E.4.a.6 The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), Â§ V.C.2]

New. USACE does not have an Anti-Harassment Program or Coordinator. Procedures have not been established Army-wide. No Form H completed; program implementation outside of District level EEO Office control.

Essential Element F: Responsiveness and Legal Compliance 83%
(This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy, guidance, and other written instructions.)

F.3.a Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), Â§203(a)]

Ongoing. The USACE District level EEO program is not currently submitting the No Fear Act Report. HQ Army EEOCCR submits to EEOC an accurate and complete No Fear Act Report. The St. Paul District will follow any and all guidance from MVD EEO Enterprise to complete and post quarterly No Fear Act data on the public webpage. No Form H completed; program implementation outside of District level EEO Office control.

F.3.b Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR Â§1614.703(d)]

Ongoing. The USACE District level EEO program is not currently submitting the No Fear Act Report. HQ Army EEOCCR submits to EEOC an accurate and complete No Fear Act Report. The St. Paul District will follow any and all guidance from MVD EEO Enterprise to complete and post quarterly No Fear Act data on the public webpage. No Form H completed; program implementation outside of District level EEO Office control.

Part E.3 – Executive Summary: Workforce Analysis.

Data Sources

Personnel data contained in this report was extracted from the Defense Civilian Personnel Data System (DCPDS), the Equal Employment Opportunity (EEO) Complaints Tracking System (iComplaints), Annual Operational Order (OPORD) to elicit feedback and accomplishments in equal employment opportunities for women, minorities, persons with disabilities, and disabled veterans from St. Paul District leadership, MD-715 Reporter Data Tables, and reports from Business Objects/Business Intelligence (BOBI), which is utilized for statistical monitoring, reviewing, and evaluating employees' demographic data. Data reflects all Appropriated Fund employees as of September 30, 2020. The main comparators for ethnicity, race, and sex analysis are

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the National Civilian Labor Force (NCLF), as derived from 2010 information from the American Community Survey (ACS) from the Census Bureau as listed in Table A1 and in addition the attached newly derived, “St. Paul District Relevant Civilian Labor Force (MVP RCLF),” a more-precise subset of the NCLF calculated from an aggregation of the employment availability statistics associated with the specific occupations comprising the St. Paul District workforce. The RCLF is a collection of data subsets of the NCLF describing the numbers of persons in demographic groups currently employed in *specific jobs*-and therefore, with more-closely defined, relevant skills and experience-as opposed to the overall civilian labor force, that includes thousands of occupations without federal workforce equivalents. The NCLF, a benchmark applied in prior reporting cycles, includes all persons over the age of 16 within the U.S. in the non-institutional civilian population (i.e., persons not in penal and mental health facilities or nursing homes), either employed or seeking employment and who are not on active duty in the military. Focusing on “mission-critical occupations” (MCOs) and applying the most appropriate benchmarks (rather than measuring the St. Paul District against the entire, general, working public), especially with the use of the new, alternative benchmark (MVP RCLF), is a refined approach to estimate more-realistic workforce participation rates of demographic groups. Additionally, the “USACE Ramsey County Area Mission Critical Occupations RCLF” was created using the St. Paul District FIPS code (27123) to provide background information pertaining to geographical race, ethnicity, and gender benchmarks for the top three MCOs. These comparisons are used in accordance with the Equal Employment Opportunity Commission’s (EEOC’s) interpretive authority (regarding Civil Rights Act and Rehabilitation Act) and the Commission’s guidance in its MD-715 “[Instructions to Agencies](#).” This report covers all civilian employees with the exception of local foreign national employees.

Limitations

Race, ethnicity, and disability information available in DCPDS records is obtained through voluntary self-identification by employees. Employee perceptions for self-identification regarding race and ethnicity may not coincide with the standard categories prescribed by the Equal Employment Opportunity Commission (EEOC), the U.S. Census Bureau, or the Office of Personnel Management (OPM). The St. Paul District EEO Office did not have access to the applicant pool data during FY20; therefore, some data sets were not complete enough to draw conclusions with respect to the applicant pool.

Workforce Totals

As of September 30, 2020, the St. Paul District employed a total workforce population of 676 civilian employees. This represents an 8.68% net change increase as compared to 622 civilian employees in FY-2019. At the end of FY-2020, the District had 635

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permanent and 41 temporary employees. This reflects a net increase of 5.48% in permanent employees and 105% net increase in the temporary workforce as compared to FY-2019. The St. Paul District workforce is comprised of both white-collar, salaried employees in the General Schedule (GS) and blue collar Federal Wage System (FWS) employees in the WA, WG, and WY pay scales as well as Special Wage Rate schedules for employees on floating plants in the XF, XG, and XH pay scales. In FY-2020 the veteran workforce decreased slightly, comprised of 225 employees representing 33.28% of the total workforce, as compared to 219 veteran employees representing 35.21% of the total workforce in FY-2019. The St. Paul District's civilian workforce was 72.48% male and 27.51% female in FY-2020 as compared to 73.15% male and 26.84% female in FY-2019. The participation rate of women continues to be significantly less than expected when compared to both the National Civilian Labor Force (NCLF) benchmark of 48.14% (20.63% less than the NCLF benchmark) and 13% less than the newly developed St. Paul District (MVP) Relevant Civilian Labor Force (RCLF) benchmark of 40.51%.

The MVP RCLF provides more precise benchmarks for women and minorities comparing demographic data and occupations within the District to the demographic data of federal workforce equivalent occupations. In FY-2020, White women represented 24.26% of the St. Paul District workforce, 9.76% less than the NCLF benchmark of 34.02% and 10.95% less than the MVP RCLF benchmark. Hispanic women represented 0.73% of the St. Paul District workforce, 4.06% below the NCLF benchmark of 4.79%; and only 1.01% less than the MVP RCLF benchmark. Black women represented 1.33% of the St. Paul District workforce, 5.08% less than the NCLF benchmark of 6.41%. However, the representation of Black women in the District exceeds the MVP RCLF benchmark of 0.76% by 0.57%. Asian women represented 0.88% of the St. Paul District, only 0.9% less than the NCLF benchmark of 1.83%, but is 1.22% less than the RCLF benchmark of 2.10%. The data reveals there is an underrepresentation of White, Hispanic and Asian women when utilizing the MVP RCLF benchmarks of women in federal workforce equivalent occupations to that of the St. Paul District.

The participation rate of minority men in the St. Paul District in FY-2020 are also less than expected. Black men represented 0.88% of the St. Paul District workforce, 4.5% less than the NCLF benchmark of 5.38%. However, only 0.19% less than the MVP RCLF benchmark of 1.07%. Hispanic men represented 0.29% of the St. Paul District workforce, 4.88% less than the NCLF benchmark of 5.17%; and 2.2% less than the MVP RCLF benchmark of 2.49%. Asian men represented 0.88% of the St. Paul District workforce, only 0.95% less than the NCLF benchmark of 1.83%. However, the representation of Asian men in the District is 2.33% less than the MVP RCLF

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benchmark of 3.21%. The benchmarks for Asian men and women are higher on the MVP RCLF in comparison to the NCLF. The data reveals there is an underrepresentation of Asian and Hispanic men when utilizing the MVP RCLF benchmarks of Asian and Hispanic men in federal workforce equivalent occupations to that of the St. Paul District.

Mission-Critical Occupations (MCOs)

The St. Paul District's workforce is diverse and includes 81 job series, most of which employ just a few people. For the purposes of this report and corresponding analyses, EEOC requires that agencies identify significant, "mission-critical occupations,"¹ determine appropriate benchmarks, and examine these data for anomalies ("triggers") that may point to EEO issues. Table A6-1 shows there are 9 job series with more than 10 employees representing 62% of the workforce. However, it is clear the top three job series are the MCO's: 1) Lock and Dam Operating (5426) with 119 employees; 2) Civil Engineering (0810) with 110 employees; and 3) General Natural Resources Management and Biological Sciences (0401) with 94 employees, together representing 48% of the total workforce. The fourth highest job series is Lock and Dam Repairing (5318) with 25 employees. The top three "mission critical occupations" are represented in the A6 and B6 workforce tables attached to this report.

Nationally, the occupational civilian labor force equivalent to Lock and Dam Operating, tends to be male dominated, 86.3% men to 13.80% women. The District is underrepresented in women within this occupational series by 3.72%. As background information and further analysis, when utilizing the Ramsey County Area RCLF benchmark (attached to this report) the participation rate of women in Lock and Dam Operating at the St. Paul District is 7.82% below the availability of women in this field locally. The underrepresentation of women in Ramsey County in Lock and Dam Operating is more than twice the underappreciation rate of women nationally. White men are participating at a rate 27.25% above their national employment availability (and 27.05 % above the local availability) in this field, while White women are participating slightly above their national availability in this field by 0.78% (and 7.82% significantly below the local availability). The participation rate of Black men is 10.76% less than expected nationally (and 0.84% above the local availability of Black men in this occupation). The District does not employ any Black women in this job series; the expected participation rate of Black women in the national occupational civilian labor

¹ The definition for "mission critical occupations" is provided in the Commission's MD-715 guidance as occupations that are mission-related with career advancement potential and heavily populated; these are singled out for special analysis. See: [Instructions to Federal Agencies for EEO MD-715: Barrier Identification and Elimination](#). These are not necessarily the same "major" or "mission critical occupations" identified by human resources for personnel-management purposes and definitions unrelated to barrier analysis.

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force equivalent is 2.3%; it should be noted that the local availability of Black men and women in this occupation is 0%. Additionally, the national participation rate of Asian men in this job series 1.52% less than expected, and 1.68% above the local expected participation rate. The participation rate of 0.84% male American Indian or Alaskan Native is as anticipated when compared to the 0.40% expected national participation rate of the occupational civilian labor force. Of significance, the District does not employ any Hispanic men or women within the Lock and Dam Operating series, while the expected national occupational series participation rate is 9.6% for Hispanic men and 1.5% for Hispanic women, and the local participation rate is 22.6% for Hispanic men and 0% for Hispanic women.

As for the Civil Engineering field, women in the St. Paul District are participating at a rate 14.44% above their national employment availability in this field, and 14.04% above the local availability. On a national level, Civil Engineers are 89.90% male and 10.10% female and 84.9% and 10.5% locally. White women are participating at a rate 12.5% higher than the national expected participation rate and 9.5% above the local expected participation rate. White men participate at a rate 2.29% less than the national expected participation rate, and 13.09% below the local expected participation rate. Black men in this field are participating 2% less than expected nationally and are participating as expected (0.5% less) locally; whereas, Black women are participating slightly above their national availability by 1.21% and 1.81% locally (the local expected participation rate for Black female Civil Engineers is 0%). Asian females, Hispanic females, and women identified as Two or More races in the Civil Engineering field are participating at rates as expected nationally. Hispanic and Two of More Races women are participating at 0.9% above the local availability; and Asian women are participating 1% below the local availability. However, Asian men and men who identified as Two or more races are participating at a rate 5.59% and 1.3% less than the national expected participation rate. Asian men are participating 0.81% above the local availability and 1% below the local availability. Additionally, Hispanic men are participating at a rate 2.8% less than the national expected participation rate, and 0.5% below the local participation rate.

As for the General Natural Resources Management and Biological Sciences field, men are participating at a rate 7.92% above their national employment availability in the field, and 9.22% above their local availability. Women are underrepresented in this occupational series by 7.93% nationally and 9.23% locally. On a national level, Biological Scientists are 55.90% male and 44.10% female and 54.6% male and 45.4% locally. White men in this field are participating at a rate 14.4% higher than the national expected participation rate, and 22.9% greater than the local availability. Whereas, the participation rates of White women and American Indian or Alaskan Native and Hispanic

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men are as expected compared to the national participation rates. White women are participating 3.7% less than the local expected participation rate. However, several minority groups are underrepresented within this job series; the district does not employ any Hispanic women in this job series, while the national expected participation rate is 2.10% and 1.9% locally. Additionally, the District does not employ Black men or women in this job series, while the national expected participation rates are 1.2% and 1.8% and the local expected participation rates are 0% for Black men and 2.40% for Black women. Asian men and women are also underrepresented in this job series nationally; the district does not employ any Asian men, while the expected participation rate is 4.10% and the participation rate of Asian women is 3.24% less than expected. It should be noted the local expected participation rate for Asian men and women is 0%.

At 17.6% of the total workforce, Lock and Dam Operations is the largest occupation in the St. Paul District. As defined by the U.S. Office of Personnel Management (OPM),² the 5426 series covers non-supervisory jobs which involve primarily the operation of navigation lock and dam equipment and machinery to allow river traffic to pass from one level to another because of the differences in elevation between the bodies of water, and to maintain required pool levels. Disability employment within this series sits at 7.6%, but this is a difference of just six people. Targeted disability is below the 2% goal in this series, at 0.84% and is a difference of five people.

At 16.3% of the total workforce, Civil Engineering is the second-largest occupation in the St. Paul District. As defined by the U.S. Office of Personnel Management (OPM), the 0810 series covers positions managing, supervising, leading, and/or performing professional engineering and scientific work involving construction, renovation, inspection, decommissioning, and/or demolition of structures, infrastructures, and their environmental systems above or under the earth's surface; investigation and evaluation of the earth's physical, natural, and man-made features; and transportation, utilities, building and construction industries. Disability employment sits at 4.5%, but this is a difference of just nine people. Targeted disability is below the 2% goal as there are not any employees in this series identified with a targeted disability.

At 13.76% of the total workforce, General Natural Resources and Biological Sciences is the third-largest occupation in the St. Paul District. As defined by the U.S. Office of Personnel Management (OPM), the 0401 series covers positions that involve professional work in biology, agriculture, or related natural resource management when there is no other more appropriate series. Thus, included in this series are positions

² This definition, and other comments regarding official classification that follow regarding St. Paul District occupations, are from OPM's "[Handbook of Occupational Groups and Families for General Schedule Positions.](#)"

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that involve: (1) a combination of several professional fields with none predominant; of (2) a specialized professional field not readily identified with other existing series. Disability employment sits at 8.51%, but this is a difference of just four people. Targeted disability is below the 2% goal as there are not any employees in this series identified with a targeted disability.

Workforce FED 9 Categories

The breakdown of St. Paul District civilian employees in the required EEOC FED 9 occupational groups shows that 55.9%, which includes temporary employees, are classified by the United States Census Bureau as “Officials and Managers” or “Professionals.” As defined by the EEOC, these occupations requiring administrative and managerial personnel who develop and implement broad policies or in the case of “Professionals” require a college degree. The itemization of the St. Paul District civilian workforce in the 9 categories is as follows: Officials and Managers 13.01%; Professionals 42.89%; Technicians 4.28%; Administrative Support Workers 4.88%; Craft Workers 9.17%; Operatives 21.74%; Laborers and Helpers 0.29%; Service Workers 3.10%; and N/A 0.59%. The analysis of the A3-1-1 (Occupational Groups – Distribution by Race/Ethnicity and Sex) table shows there is an overall low participation rate of women in most occupational groups, with the exception of Administrative Support Workers, Craft Workers, and Laborers and Helpers. The participation rate of women in the “Officials and Managers” category are participating 12.08% less than expected as compared to the National Civilian Labor Force (NCLF). Utilizing the NCLF as the benchmark women participated 22.29% less than expected in the “Professionals” category; 35.66% less than expected in the “Technicians” category; 21.53% less than expected in the “Operatives” category; and 13.2% less than expected in the “Service Workers” category. The participation rates of male and female minority employees are also less than expected in numerous occupational categories. The analysis also shows the St. Paul District is underrepresented in Hispanic men in every category, and Hispanic women are participating at a rate less than expected in every category except “Officials and Managers” as compared to the NCLF. White men are participating at rates much higher than expected in every category except “Administrative Support Workers” and “Laborers and Helpers” and White women participated at rates less than expected in several categories including “Officials and Managers,” “Professionals,” “Technicians,” and “Operatives” as compared to the NCLF. Black men are participating less than expected in every category except the “Administrative Support Workers” category and Black women are participating at rates less than expected in every category as compared to the NCLF. Asian men are participating at rates less than expected in every occupational group except the “Technician,” category, and Asian women are underrepresented in every category, with the exception of the “Technician”

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and “Administrative Support Workers” categories as compared to the NCLF. The St. Paul District does not employ any employees identified as Native Hawaiian or Other Pacific Islander; it should be noted the expected participation rate in all categories is less than 1%. Both men and women who identified as Two or More Races were underrepresented in every category except “Craft Workers” as compared to the NCLF.

Figure 1 – Workforce FED 9 Categories

FED9 Description	Number of Employees	Percentage
Officials and Managers	88	13.01%
Professionals	290	42.89%
Technicians	29	4.28%
Sales Workers	N/A	N/A
Administrative Support Workers	33	4.88%
Craft Workers	62	9.17%
Operatives	147	21.74%
Laborers and Helpers	2	0.29%
Service Workers	21	3.10%
N/A	4	0.59%
Total	676	100.00%

Disability Employment

The federal government recognizes the importance of ensuring that persons with disabilities (PWDs) are given an equal opportunity to succeed in the workplace, despite the significant barriers they may face as compared with individuals without disabilities. In 2010, the President issued Executive Order 13548, which directs agencies to increase recruitment, hiring, and retention of persons with disabilities. In 2010, the President issued Executive Order 13548, which directs agencies to increase recruitment, hiring, and retention of persons with disabilities, and the EEOC requires special emphasis on affirmative employment and retention of persons with targeted disabilities (PWTDs), defined as persons with the more-severe varieties of disabling conditions, those persons that OPM and the EEOC consider to be most likely to be

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treated disparately owing to stereotyping, underemployment, and on-the-job discrimination. OPM and the EEOC have established an official list of these targeted disability categories, to include deafness, blindness, missing extremities, full or partial paralysis, epilepsy, cognitive disorders, psychiatric illness, and dwarfism. OPM revised the self-identification data collection form for disability in 2016, adding categories to the list of targeted disabilities, to include development disabilities like autism spectrum disorder, severe disfigurement, mobility disorders, and traumatic brain injury ("TBI"). EEOC has recognized, too, that there are some disabilities that are not designated as targeted, but may be just as severe, or more severe, than some targeted disabilities. The most recent federal-sector disability employment development is the EEOC's Final Rule on Affirmative Action for People with Disabilities in the Federal Government (regarding Section 501), published January 3, 2017. This Final Rule was an amendment to 29 CFR 1614.203, to clarify the affirmative action obligations that Section 501 of the Rehabilitation Act imposes on federal agencies, to 1) codify a variety of obligations stemming from management directives and Executive Orders, and 2) add substantive affirmative action requirements related to hiring, promoting, and retaining persons with disabilities. A separate, stand-alone Affirmative Action Plan (AAP), Part J of this report addresses disability employment practices and strategies in addition to the summary below.

As of September 30, 2020, the St. Paul District employed 102 persons with disabilities (PWD) representing 15.08% of the total workforce, and 15 persons with targeted disabilities (PWTD) representing 2.21% of the total workforce. The St. Paul District employed 444 GS employees, or 65.68% of the workforce, within white-collar General Schedule (GS) occupations; 156 Federal Wage System (FWS) employees, or 23.08% of the total workforce, within blue-collar occupations within the WA, WG, and WY pay scales for Lock and Dam Operations, Lock and Dam Repair, and Maintenance Mechanic occupations, and 76 employees (11.24% of the total workforce) in Special Wage Rate schedules (XF, XH, and XG) for employees in occupations on floating plants.

The District employed 117 GS employees (26.35%) in grades GS-10 and below, of which 26 employees (22.22%) report a disability and 7 employees (5.98%) report a targeted disability. The District employed 327 employees (73.65%) in grades GS-11 and above, of which 45 employees (13.76%) report a disability and 6 employees (1.83%) report a targeted disability. The St. Paul exceeds the 12% federal goal for overall disability employment for both GS-10 and below as well as GS-11 and above; however, the District is slightly under the 2% goal for targeted disability GS-11 and above.

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The District employed 135 (86.54%) employees in WA, WG, and WY GS-10 or below equivalent positions, of which 24 (17.78%) employees report a disability and 3 (2.22%) employees report a targeted disability. The District employed 21 (13.46%) employees in WA, WG, and WY GS-11 or above equivalent positions, of which 3 (14.29%) employees report a disability and 0 employees report a targeted disability. The St. Paul District exceeds the 12% federal goal for overall disability employment for GS-10 and below equivalent and GS-11 and above equivalent blue-collar employees and in Lock and Dam Operations, Lock and Dam Repair, and Maintenance Mechanic occupations; however, the District does not meet the 2% federal goal for targeted disability for GS-11 and above equivalent employees with a targeted disability in the WA, WG, and WY pay scales.

The District employed 29 (38.16%) employees in XF, XG, and XH GS-11 equivalent or above positions, of which 2 (6.90%) reported a disability and 0 employees reported a targeted disability. The District employed 47 (61.84%) employees in XF, XG, and XH GS-10 or below equivalent positions, of which 2 (4.26%) employees reported a disability and 0 employees reported a targeted disability. The St. Paul District fails to meet the 12% federal goal for overall disability employment and 2% goal for targeted disability for blue-collar employees in GS-10 and below equivalent and GS-11 and above equivalent employees on floating plants in the XF, XG, and XH pay scales.

Breakdown of St. Paul District Employees by Pay Scale Data

General Schedule (GS)

- 444 Total GS Employees
- 327 Employees in GS-11 and above
- 117 Employees in GS-10 or below

Special Wage Rate (WA, WG, WY) for Lock and Dam Operation and Maintenance Employees

WY-14, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) or Above Equivalent
WA-7, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) or Above Equivalent
WG-14, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) or Above Equivalent

- 156 Total WA, WG, and WY Employees
- 21 Employees in GS-11 or Above Equivalent
- 135 Employees in GS-10 or Below Equivalent

Special Wage Rate Schedules (XF, XG, XH) for Employees on Floating Plants

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XF-14, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) Equivalent
XG-11, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) Equivalent
XH-7, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) Equivalent

- 76 Total XF, XG, and XH Employees
- 29 Employees GS-11 or Above Equivalent
- 47 Employees GS-10 or Below Equivalent

FY-2020 General Schedule (GS) by Ethnicity and Race Identification (ERI) and Grade

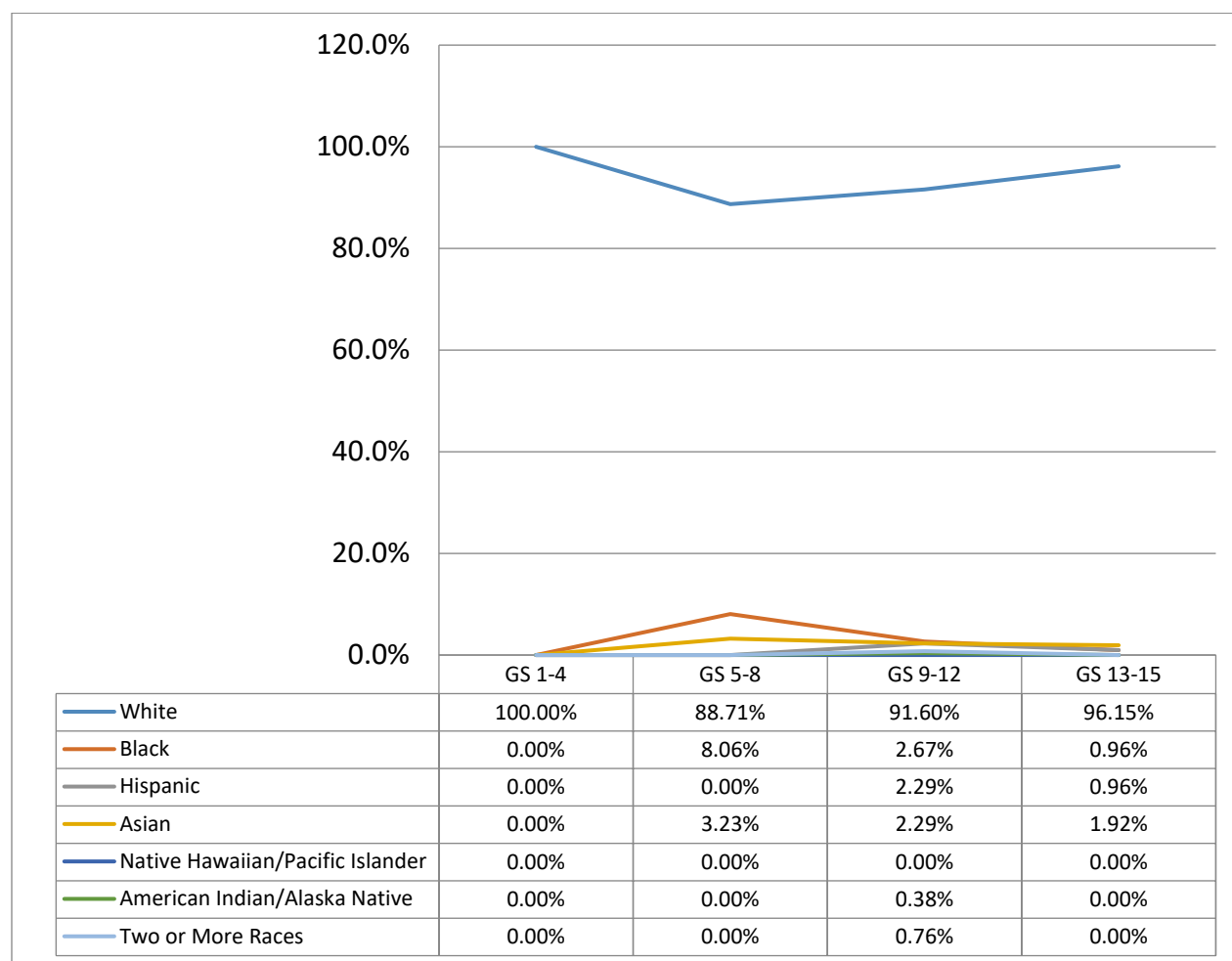
The most populated pay plan for the St. Paul District workforce, as reflected in the A3-4 and the A4-1 Tables, is the General Schedule (GS). The St. Paul District GS employees comprise 65.68% (444) of the total civilian workforce, including temporary employees. It should be noted the St. Paul District does not employ any Senior Executive Service (SES) employees. Figures 2 and 3 below provide a snapshot of GS civilian employees by Grade Grouping, Ethnicity, Race and Gender. Hispanic men are underrepresented at all grade levels and Hispanic women are underrepresented at all grade levels, except, GS-11 which is only slightly under (0.74%) the expected participation rate as compared to the National Civilian Labor Force (NCLF). White men participate less than expected in grades GS-5 (16.91%), GS-6 (25%), and GS-7 (13.33%) and exceed participation rates in grades GS-9 (30.9%), GS-11 (21.12%), GS-12 (30.12%), GS-13 (25.3%), and GS-15 (45%) compared to the NCLF; White women participate at significantly higher rates than expected in grades GS-5 (30.26%), GS-6 (25.98%), GS-7 (37.4%) and GS-8 (5.98%) and participate at rates less than expected in grades GS-9 (10.95%), GS-11 (5.65%), GS-12 (9.19%), GS-13 (1.56%), GS-14 (10.22%), and GS-15 (17.36%) as compared to the NCLF. Black men participate at rates slightly higher than expected as compared to the NCLF in grades GS-5 (1.76%) and GS-6 (1.28%) and less than expected in grades GS-7 (1.81%) and GS-13 (4.09%); there are not any Black men employed in grades GS-4, 8, 9, 11, 12, 14, and 15. Black women participate at rates higher than expected in grade GS-6 (6.92%) and less than expected in grades GS-9 (3.85%), GS-11 (2.36%), GS-12 (4.4%); there are not any black women employed in grades GS-4, 5, 7, 8, 13, 14, and 15. Asian men are underrepresented in all grades, except grade GS-09 where participation rates are as expected (0.73% higher than NCLF 1.83% benchmark) and GS-14 where the participation rate exceeds the NCLF benchmark by 2.93%). Asian women participate at rates higher than expected in grades GS-5 (5.36%) and GS-6 (4.88%) and lower than expected in grades GS-7 and above. The District does not employ any employees who identify as Native Hawaiian or Pacific Islander; it should be noted the NCLF benchmark is 0.07%. The District is also underrepresented employees identified as Native American (the NCLF benchmark is 0.32%) in all grade levels for men and women.

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Employees identified as Two or More races are underrepresented for both men and women at all grade levels, except male GS-11 and female GS-12 employees whom participate at expected rates. The Federal Wage System pay plan has a total of 156 (23.08%) employees out of 676 employees assigned to the St. Paul District as of September 30, 2020, the most populated pay plan WY (Non-Supervisory Navigation, Lock and Dam) comprises 78.85% (123) of the Wage Grade workforce; there continues to be underrepresentation of women (37.58%) as well as Hispanic and Black employees as compared to the NCLF. The XF (Non-Supervisory Floating Plant employees) pay scale is the most populated Special Wage Rate Schedule (60.52% or 46 of 76) total employees. The participation rate of women is significantly less (39.45%) than expected. All employees employed in this pay scale are White; thus, minority employees are underrepresented within this pay scale.

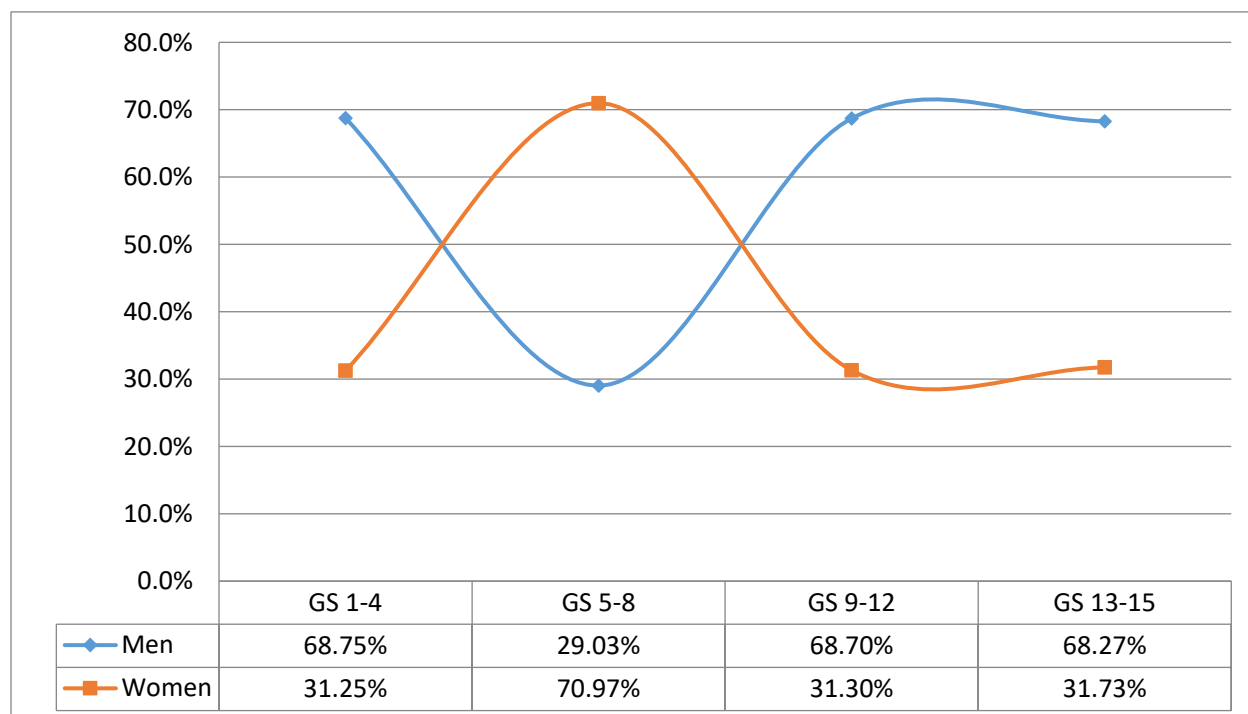
Figure 2 – FY-2020 General Schedule (GS) by Ethnicity and Race Identification (ERI) and Grade Grouping



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Figure 3 – FY-2020 General Schedule (GS) by Gender and Grade Grouping



FY 2020 Complaints Processing Program

The St. Paul District did have any formal EEO complaints filed in FY20, as compared to 4 formal complaints filed in FY19 and 3 formal complaints filed FY18. This marks a decrease in formal complaint activity. There were 6 informal EEO complaints initiated in FY20 (as compared to 6 in FY19 and 1 in FY18) with a resolution rate of 100% (2 negotiated settlement agreements and 3 case closures that did not result in a formal complaint filing). The settlement rate for informal complaints initiated is 33.33%. As for the most-raised EEO complaints, Non-Sexual Harassment was the most filed issue and physical disability was the most filed basis filed in FY20. The issues and bases below are listed for the FY20 informal complaint activity as there were not any formal complaints filed in FY20, which is in line with federal trends³. (Note: Multiple

³ Reprisal, age, race, and disability are the bases alleged most frequently and non-sexual harassment is the most frequently alleged issue in federal sector complaints. Regarding this comment and other federal complaints statistics that follow, see Annual Report on the Federal Work Force Fiscal Year 2018, 2018 Complaints Tables <https://www.eeoc.gov/federal-sector/reports>

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issues and bases for discrimination are typically claimed per case, so the sum of the issues and bases will not equal the total complaints).

The St. Paul District formal complaint filing rate, based on the size of the workforce decreased in FY20 to 0% as compared to 0.64% in FY19. Zero findings of discrimination were issued via Final Agency Decisions (FADs) or by EEOC Administrative Judges. The total formal complaint inventory in FY20 was 3 complaints 2 cases closed (one with a EEOC Administrative Judge No Finding and a second with a Non-ADR negotiated settlement agreement) and one case is pending a Final Agency Decision due to failure to make an election. Non-Sexual harassment (hostile work environment) was the most common issue raised (three cases), followed by sexual harassment, reasonable accommodation, and termination each with one case. Across the federal sector, workplace harassment is the issue most often raised in EEO complaints; and therefore as with typical bases alleged St. Paul District complaint matters are largely in step with other agencies' complaint activities.

Top Issues	# of Complaints	# of Complainants	% of Complaints
Harassment (Non-Sexual)	3	3	0
Sexual Harassment	1	1	0
Reasonable Accommodation	1	1	0
Termination	1	1	0

Top Bases	# of Complaints	# of Complainants	% of Complaints
Sex	1	1	0
Disability-Mental	1	1	
Disability-Physical	3	3	
Age	2	2	0

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Retaliation	1	1	0
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<u>Total inventory (462)</u>	<u>Median informal days</u>	<u>Median Formal days</u>	<u>Number of Formal Investigations beyond 180 days</u>	<u>Number of formal accepted or dismissed</u>	<u>Number of formal remanded</u>	<u>Number of ADR offered</u>	<u>Number of ADR conducted</u>
5 Cases Closed/Ended During Reporting Period	28	301	2*	1	0	4	2
3 Formal							

*1 Investigation although over 180 days was timely issued.

Awards

An analysis of the A13-1-1 Table shows a total of 14 cash awards (2.07% of the total workforce) were issued to St. Paul District employees in FY-2020; the most populated GS Pay Plan receiving cash awards was GS-12 at 11 cash awards issued. Further analysis reveals 11 awards were issued to men (2.24% of men in the District received a cash award), and 3 awards were issued to women (1.61% of women in the District received a cash award). All (100%) of the cash awards were issued were to White employees.

Additional information and data pulled from Business Objects/Business Intelligence (BOBI) indicates that 72 employees in the District received "Special Act or Service", "On the Spot," or "Performance Award" in FY-2020. Further analysis reveals, 65 (90.28%) of these awards were issued to men and 7 (9.72%) of these awards were issued to women. All (100%) of awards in these categories were issued to White employees. Veterans in the District received 13 (18.06%) awards in these categories, of which 7 (9.72%) awards were issued to 30% or more disabled veterans.

Promotions

The St. Paul District had a total of 69 permanent promotions in FY-2020; of these permanent promotions 25 (36.23%) were female; minority promotions include 1 Hispanic woman, 1 Hispanic male, 1 Black woman, and 1 male identified as Two or More Races (See Table A10-1 attached). The District had a total of 66 temporary

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promotions in FY-2020; of these temporary promotions 16 (24.24%) were female, including 2 Hispanic women and 1 Black woman. Three (4.55%) 30% or more disabled veterans were also temporarily promoted during FY20.

PROMOTIONS – PERMANENT

Black Female GS-0343-11 to GS0343-2

Hispanic Female GS-1170-09 to GS-1170-11

White Female GS-0343-09 to GS-0343-11
White Female GS-0510-11 to GS-0511-12
White Female GS-0343-07 to GS-0343-09
White Female GS-0401-11 to GS-0401-12
White Female GS-0318-06 to GS-0318-07
White Female GS-0401-12 to GS-0401-13
White Female GS-0810-09 to GS-0810-11
White Female WY-5426-07 to WY-5426-08
White Female GS-0810-15 to GS-0810-15
White Female WY-5426-05 to GS-05426-07
White Female GS-0020-09 to GS-0020-11
White Female GS-1603-08 to GS-1603-09
White Female GS-0401-12 to GS-0401-13
White Female GS-0150-11 to GS-0150-12
White Female GS-0810-09 to GS-0810-11
White Female WY-5426007 to WY-5426-08
White Female GS-0303-06 to GS-0303-07
White Female GS-0560-07 to GS-0560-09
White Female GS-0810-11 to GS-0810-12

PROMOTIONS – TEMPORARY

Black Female GS-0303-06 to GS-0303-07

Hispanic Female GS-0260-11 to GS-0260-12

Hispanic-White Female GS-0560-12 to GS-0560-13

White Female GS-1170-12 to GS1170-13
White Female GS-1640-13 to GS-1640-14
White Female GS-0470-11 to GS-0470-12
White Female GS-0110-12 to GS-0110-13
White Female GS-0819-11 to GS-0819-12

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White Female GS-0410-11 to GS-0401-12
White Female GS-0029-06 to GS0029-07
White Female GS-1640-12 to GS-1640-13
White Female GS-0018-12 to GS-0018-13
White Female GS-1102-12 to GS-0301-13
White Female GS-0560-13 to GS-0560-14
White Female WY-5426-08 to WY-5426-09
White Female GS-0303-06 to GS-0303-07

PROMOTIONS – TEMPORARY – 10 POINT/COMPENSABLE/30 PERCENT

White Male – WY-5426-08 to WY-5426-09
White Male GS-1640-11 to GS-1640-12
White Male GS-1603-09 to GS-1603-11

Gains and Losses

The St. Paul District hired a total of 45 new employees (new hire, transfer, reassignment and excepted permanent appointments) in FY-2020. In FY-2020 20 women were hired, including three Black female minorities and 1 Hispanic/Black male minority for a total of 21 women and minorities hired. Additionally, 3 White females and 2 male (1 Black and 1 Black/White) interns were selected. Of the 45 permanent new hires, 1 (2.22%) employee identified as a person with a disability (PWD) and 0% were persons with a targeted disability (PWTD). A review of Table A14 (attached to this report) reveals there were a total of 14 separations in FY-2020; of which 5 (35.71%) were voluntary and 9 (64.29%) were involuntary. Additionally, 9 (64.29%) were men and 5 (35.71%) were female; 9 White men, 4 White women, and 1 Two or More Races female left the agency in FY20. A review of Table B14-Separations, Distribution by Disability reveals 2 (40%) employees voluntarily separated from the Agency, 1 (20%) employee who voluntarily separated did not identify disability status, and 2 (20%) employees who voluntarily separated were Persons with a Disability (PWD). There were not any voluntary separations for Persons with Targeted Disabilities (PWTD); although there was 1 (7.14% of total separations) PWTD employee that retired from the Agency in FY20. Of the 8 involuntary separations 8 (88.88%) of employees did not have a disability and 1 (11.11%) employee involuntary separated did not identify a disability. There were not any PWD or PWTD employees who were voluntarily or involuntarily separated from the agency in FY20.

Survey Analysis

The St. Paul District initiated the Federal Employee Viewpoint Survey (FEVS) and the Defense Organizational Climate Survey (DEOCS), attached to this report, in Quarter 4

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of FY-2020. The results of the FEVS are anticipated to be available in Quarter 2 of FY-2021. The EEO Office will review and analyze the data upon receipt. The District has received the results of the DEOCS survey; management has been briefed and Colonel Jansen plans to create a video regarding the results that will be available to all employees. Additionally, this report, as well as the DEOCS and other annual EEO reports will be attached to the District website and available for employee review. A summary of the DEOCS data is listed in the table below. The feedback improved in every category in FY-2020 as compared to FY-2019. While much of the responses were positive, there are several areas for improvement based on employee perceptions including perceived discrimination by minority employees, and significant disparity in perceptions between junior/senior civilians and supervisors/non-supervisors. The command is committed to integrating these results, as well as the FEVS, into business decisions and strategic planning in FY-2021. Please see the attached FY20 Climate Survey Supervisor Development Program Presentation for more information regarding action items the District will take to improve organizational effectiveness, inclusion, and employee perceptions in FY-2021. In particular, the Commander's top 10 lays out his vision for the coming year as follows: 1) Division/Branch-Level Actions Plans: Require the development of division/branch-level plans; integrate into DPMAP performance management; 2) Supervisor Development Program: Continue to build upon the success of the 2020 program; expand focus for supporting and developing new supervisors; 3) Guidance Principles: Continue to promote our guiding principles in a variety of settings and through our recognition programs; 4) DPMAP Performance Management: Continue to promote clear, accountable, outcomes-based DPMAP performance management; 5) Enhance Delivery Processes: Champion actions identified in the FY20 Delivery AAR; Support MVP LOE#4 regarding PDBP excellence; enforce the MVD scheduling tenets; 6) "Level-Up in 2020: Continue the "Level-Up" campaign to promote and inspire trust-building leader behaviors, engagement and connectedness; 7) District Governance: Continue re-tooling our governance system by establishing committee charters and annual work plans; 8) Effective Communications: Maintain and expand organizational communications-frequent, creative, multi-echelon, multi-mode communication techniques; 9) Seek to Understand: Establish an open forum discussion board to understand perceptions related to discrimination, fairness, inclusion and other climate-related areas; and 10) Model EEO Program: Champion our FY21 EEO/Program/DEI Goals, establish a SAPR Victim Advocate, Convey SA reporting procedures, and publish anti-harassment policy.

DEOCS Summative Data

	FY19	FY20	Change
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Commitment	78%	82%	+4%
Senior Leadership	65%	81%	+16%
Organization Performance	75%	87%	+12%
Group Cohesion	71%	82%	+11%
Trust in Leadership	76%	87%	+11%
Job Satisfaction	77%	85%	+12%
Organization Process	60%	73%	+13%
Engagement	84%	88%	+4%
Inclusion	70%	79%	+9%
Discrimination	73%	79%	+6%
Sexual Harassment	77%	81%	+4%
Sexual Harassment Retaliation Climate	79%	89%	+10%

Part E.4 – Accomplishments

DISABLED VETERAN PROGRAM ACCOMPLISHMENTS

The District continues to build relationships with veteran's programs including ROTC outreach detachments in Minnesota, North Dakota, and South Dakota. The District also has partnerships with the American Legion, Veterans of Foreign Wars Organizations, and Veterans Community Services Officers to promote disabled veteran employment. The St. Paul Deputy Commander has mentored 5 veterans including ROTC cadets, current National Guard, Reserve employees, and retired Officers promoting employment with the St. Paul District; 2 of the mentees were offered internships with the St. Paul District, and both were offered part-time work during the school year and one Cadet has accepted this part-time work offer. Additionally, MVP Locks and Dams have worked to engage veteran employees by increasing pay from their service GI Bill benefits and additional benefits that are available to them as a matching program from the state in order to increase the employment of veterans.

SPECIFIC EFFORTS AND ACCOMPLISHMENTS IN PROVIDING DEVELOPMENT AND FORMAL TRAINING OPPORTUNITIES FOR VETERANS

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The St. Paul District provides training and developmental opportunities to ensure employees continue to maintain their technical competencies as well as overall professional skills and abilities. District Command emphasizes that all Supervisors regularly meet with their employees and establish IDPs and their Mission Essential Task List (METL) requirements. The District employees, including Veterans are encouraged to apply for the long term training opportunities that are offered through the Army Career Development Program (ACDP), Leadership and Development Programs within Districts and Divisions as well as opportunities announced by Headquarters, U. S. Army Corps of Engineers.

St. Paul District management has a strong focus on internal advancement opportunities for all employees. District employees, including disabled veterans, are encouraged to participate in developmental opportunities including: Tier 1 Leadership Development Program, Tier 2 Leadership Development Program, Tier 3 Leadership Development Program, Mississippi Division Emerging Leader Program, St. Paul District Academic Degree Training Program, Mississippi Valley Division (MVD) Regional Integration Team (RIT) Developmental Assignment, MVP Lockmaster Development Program, and the Planning Associates Program.

RECRUITMENT ACCOMPLISHMENTS

The St. Paul District continues to participate in several job fairs seeking to diversify the applicant pool. While COVID-19 impacted many career fairs in FY-2020, the District accomplished its recruiting efforts by following the 2018 Human Capital Management Plan and through the following recruitment activities:

- The CEMVP-EC participated in 8 virtual college career fairs in the region during the month of September 2020. Engineering and Construction Management reported the Direct Hire Authority (DHA) for GS-0810-5/7/9/11/12 positions were used in conjunction with the hiring fairs to streamline the hiring process.

- CEMVP-EC sent a representative to participate in the American Indians in Science and Engineering Society conference during the first quarter of FY-2020.

- CEMVP-EC sent a representative to participate in the Black Engineer of the Year Award conference career fair.

- Lock and Dam 6 reported attending a career fair in Winona, MN to present opportunities with the Corps of Engineers.

- Lock and Dam 5a reported filling a temporary position with a veteran in FY-2020.

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- The Office of Counsel reported hiring veteran attorney in FY-2020.
- The Physical report branch reported promoting a job opportunity for the Plant and Facility Manager position at a University of Winona career fair.
- Lock and Dam #1 reported hiring two disabled veterans recruited from the VA and Army in FY-2020.
- Lock and Dam #9 reported hiring a combat veteran for a temporary Operator position.
- Lock and Dam #10 reported utilizing Veterans hiring preference for vacancies and stated their primary focus has been cultivating professional relationships with local veterans' groups and Community Veterans Services Officers (CVSO's) to increase dispersion and diversify the candidate pool.
- The Public Affairs Office reported hiring two schedule A applicants for positions in FY-2020.
- 6 minority new hires/transfers in FY-2020.
- 3 minority female new hires/transfers in FY-2020.
- 20 female new hires/transfers in FY-2020.

WORKFORCE RECRUITMENT PROGRAM ACCOMPLISHMENTS

The St. Paul District has a strong relationship with the Workforce Recruitment Program (WRP) and received 2 slots to employ students/recent graduates with disabilities in FY-2020. Two female WRP interns worked at the District this past summer; one WRP intern was offered and accepted a temporary administrative assistant position with the possibility of conversion to a permanent hire in FY-2021 pending funding availability.

MINORITY COLLEGE RELATIONS PROGRAM ACCOMPLISHMENTS

The St. Paul District continues to partner with the University of Puerto Rico – Mayaguez (UPRM) and take part in a U.S. Army Corps of Engineers Outreach Program events. This university is the second largest campus in the UPR system and primary college for Agriculture, Engineering, and Science. The Bachelor's Degree curriculum at UPRM contains 40 hours more than the same Engineering program in the United States. The St. Paul District Engineering and Construction Division hired a Black, Civil Engineering graduate from the University of Puerto Rico – Mayaguez (UPRM) as a Department of Army (DA) Intern in FY-2020.

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Part E.5 – Planned Activities and Strategy for FY-2021

The principal strategy for FY-2021 is to continue to expand St. Paul District relationships and partnerships through outreach, coaching, training, and education. The following objectives will result in continued progress for establishing and maintaining a “Model EEO Program.”

The St. Paul District will finalize the Special Emphasis Program Committee (SEPC) Charter and recruit for the following SEPC Program Managers, in addition to the Disability Program Manager, to ensure compliance with Army Regulation (AR) 690-12 as well as the Defense Equal Opportunity Management Institute (DEOMI) Special Observance calendar.

- 1) The Federal Women’s Program
- 2) The Hispanic Employment Program
- 3) Black/African American Employment Program
- 4) Disabled Veterans Affirmative Action Program
- 5) Asian American and Pacific Islander Employment Program
- 6) Native American or Alaskan Native Employment Program
- 7) The Individuals with Disabilities Program
- 8) LGBTQ+ Special Emphasis Program
- 9) Days of Remembrance of Victims of the Holocaust Program

In accordance with Army Regulation, the Special Emphasis Program Managers (SEPM’s) will be managed by EEO staff and supported by a committee of stakeholders consisting of the organizations’ leadership, human capital, the legal community, career program officials, resource management, Inspector General, Chaplain, public affairs, facility engineers, protocol, military EO advisors, and the other members of the installation community that can contribute to the development of recommended action plans.

The EEO Office is also working to establish a Barrier Analysis Working group in FY-2021 comprised of members from the EEO Office, CPAC, executive leadership, and SEPM’s to proactively uncover and address any barriers to equal employment opportunity within the St. Paul District, prepare associated action plans, and carry out necessary corrective actions. The EEO Office will ensure the SEPC is managed, focused on the needs of the command, and has the appropriate resources to function effectively. The EEO Officer attends the monthly Corporate Board meetings and received approval to reinvigorate the SEPC through the recruitment of nine (9) SEPM’s, with funding for two (2) hours a month for SEPM’s to coordinate cultural observance activities and participate in barrier analysis activities, as well as funding for all District staff to attend a quarterly special observance activity sponsored by the EEO Office and SEPC. The EEO Office will safeguard confidential EEO information and will not provide

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SEPM's with access to EEO information, PII data, or data not already publicly available. Committee members will be notified of their collateral duty roles and responsibilities, including not representing the command on EEO matters.

The EEO Office will sponsor a monthly Diversity, Equity, and Inclusion (DEI) forum providing cultural awareness information, outreach activities, as well as EEO related training to all interested St. Paul District employees. The EEO Office received approval from the Corporate Board to provide a charge code to employees to attend this monthly meeting, and employees will no longer have to utilize their personal time/lunch hour to attend. The meetings will continue to be held via WebEx to allow employees at any of our forty-one (41) sites to attend. The EEO Office also provides reasonable accommodations as requested to ensure full participation of District employees. The St. Paul District will collaborate and expand stakeholders and partnerships (i.e. State of Minnesota Vocational Rehabilitation Counselors, Veteran's Organizations, minority serving institutions, Historic Black Colleges and Universities, national career fairs, Handshake, etc.) in support of Civilian Workforce Transformation action plans to achieve greater diversity at all levels and develop our civilians into enterprise leaders. Integrate the SEPC as key stakeholders in the recruitment process as an essential Diversity, Equity, and Inclusion (DEI) strategy. The St. Paul District is committed to diversifying the applicant pool in order to attract, recruit, and retain a highly qualified diverse workforce. The St. Paul District will also focus on building strategic partnerships and professional affiliations with minority serving institutions, Historically Black Colleges and Universities, Tribal colleges and universities, and Hispanic laden colleges, as well as Hispanic communities, national affinity groups and organizations. The St. Paul District will continue to build upon the relationship with the University of Puerto Rico – Mayaguez (UPRM) and attend their annual Hiring/Career Fair. Continue to educate the St. Paul District leadership about recruitment strategies that incorporate the use of special hiring authorities focusing on the recruitment of individuals with disabilities (IWD), individuals with targeted disabilities (IWTD), and disabled veteran's (with recruitment emphasis on 30% or more disabled veterans). Encourage managers to seek opportunities to hire disabled veterans, IWD, and IWTD by utilizing Direct Hire Authorities (DHA), Expedited Hiring Authority (EHA), VRA, 30% or more veterans preference authority, and Schedule "A" Appointment authority to fill critical and/or "hard to fill" positions in all pay schedules and grades throughout the District. The EEO Officer will provide quarterly updates to leadership to address the participation rates of women, minorities, and IWTD especially in Senior Level positions.

In FY-2021 the EEO Office will launch a quarterly "Count Me In" campaign to encourage employees to log into MyBiz and update self-identification of their Ethnicity Race Indicator (ERI) and disability status; the EEO Office will ensure all employees are provided with the most recent SF-256 form and explain the importance of identifying disability and targeted disability status, as well as the SF-181 form to ensure employees' ERI data is coded correctly. The EEO Office will conduct leadership and

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command briefings of EEO Annual Reports (MD-715, 462, DVAAP and FEORP reports) in addition to other data sources including Project Inclusion (PI), Defense Organizational Climate Survey (DEOCS), and the Federal Employee Viewpoint Survey (FEVS) to discuss the importance of accurate demographic data as it directly impacts recruitment strategies, and assists in evaluating triggers and uncovering barriers to equal employment opportunities.

The St. Paul District will continue to increase leadership commitment to Equal Employment Opportunity objectives to empower leaders to develop diversity action plans. These plans will be tailored to their teams to promote inclusion and influence the strength of diversity in conducting more assertive outreach to minority serving institutions (Historically Black Colleges and Universities (HBCU's), Tribal colleges, Hispanic laden colleges, etc.), middle/high school and educational establishments through Science, Technology, Engineering, and Mathematics (STEM) activities, and through participation and recruitment at career fairs.

Lastly, the EEO Office will continue to identify and report best practices, deficiencies, corrective actions, and recommendations to ensure statutory compliance and program accountability EEO program evaluation.

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715-01 Part F

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

I, Courtney A. Emmerich, Equal Employment Manager, GS-0260-12, am the Principal EEO Director/Official for U.S. Army Corps of Engineers, St. Paul District.

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.

Courtney A. Emmerich, Equal Employment Manager
CEMVP
Principal EEO Director/Official
Certifies that this Federal Agency Annual EEO Program
Status Report is in compliance with EEO MD-715.

Date

14 December 2020





Karl D. Jansen
[RANK], USA
Commanding
Signature of Agency Head or Agency Head Designee

Date

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715-01 Part G
AGENCY SELF-ASSESSMENT CHECKLIST MEASURING ESSENTIAL ELEMENTS

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	The agency issues an effective, up-to-date EEO policy statement.	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 07/10/2019. The EEO policy statement was issued on 03/16/2020. A.1.a Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]		X		Colonel Jansen assumed Command on July 2019
A.1.b Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR Â§ 1614.101(a)]		X		
 Compliance Indicator	The agency has communicated EEO policies and procedures 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	
A.2.a Does the agency disseminate the following policies and procedures to all employees:				
A.2.a.1 Anti-harassment policy? [see MD 715, II(A)]		X		We have a workplace harassment policy; we will update in FY21 to state Anti-Harassment and include vicarious liability information in the policy.
A.2.a.2 Reasonable accommodation procedures? [see 29 C.F.R Â§ 1614.203(d)(3)]		X		USACE EEO HQ SOP from 2011
A.2.b Does the agency prominently post the following information throughout the workplace and on its public website:				
A.2.b.1 The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R Â§ 1614.102(b)(7)]		X		MVP only had a Disability Program Manager in FY20; EEO Officer revising SEPC Charter and recruiting for collateral duty Program Managers per AR 690-12 in FY21.
A.2.b.2 Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R Â§ 1614.102(b)(5)]		X		
A.2.b.3 Reasonable accommodation procedures? [see 29 C.F.R. Â§ 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.		X		USACE EEO HQ SOP from 2011
A.2.c Does the agency inform its employees about the following topics:				

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A.2.c.1 EEO complaint process? [see 29 CFR Â§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	X		Annually	
A.2.c.2 ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	X		Revising MVP ADR SOP in FY21	
A.2.c.3 Reasonable accommodation program? [see 29 CFR Â§ 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	X		Annually	
A.2.c.4 Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), Â§ V.C.1] If "yes", please provide how often.		X	USACE does not have an Anti-Harassment Program. MVP has a Workplace Prevention Policy issued annually; MVP will create an Anti-Harassment Policy Memo in FY21 to include Vicarious Employer Liability.	
A.2.c.5 Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR Â§ 2635.101(b)] If "yes", please provide how often.	X		Workplace Violence Prevention Policy; Annually.	
 Compliance Indicator	The agency assesses and ensures EEO principles are part of its culture.		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	
A.3.a Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR Â§ 1614.102(a) (9)] If "yes", provide one or two examples in the comments section.	X		The St. Paul District falls under USACE HQ EEO Awards Program; MVP is updating the awards policy and does include EEO Awards.	
A.3.b Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	X		DEOCS and FEVS conducted in 4th Quarter.	
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	
B.1.a Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR Â§ 1614.102(b)(4)]		X	The EEO Manager/Officer is under direct Supervision of the Deputy Commander.	
B.1.a.1 If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	X		All support staff Chiefs report directly the to Deputy Commander; GS-15 Program Chiefs and the GS-14 RM Chief reports directly to the Commander.	

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B.1.a.2 Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR Â§1614.102(b)(4)]		X		
B.1.b Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR Â§1614.102(c)(1); MD-715 Instructions, Sec. I]		X		The EEO Manager/Officer has a monthly meeting with both the Commander and the Deputy and attends CB and Executive Staff Meetings.
B.1.c During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)] If "yes", please provide the date of the briefing in the comments column.			X	EEO Manager/Officer hired in July 2020, will present the "State of the Agency" in FY21.
B.1.d Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]		X		
 Compliance Indicator	Compl_Indic_Desc EssElementID The EEO Director controls all aspects of the 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	
B.2.a Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR Â§1614.102(c)]		X		
B.2.b Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR Â§1614.102(c)(4)]		X		
B.2.c Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR Â§1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]		X		IRD conducts all USACE EEO investigations.
B.2.d Is the EEO Director responsible for overseeing the timely issuing final agency decisions? [see 29 CFR Â§1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]		X		This responsibility falls under EEOCCR.
B.2.e Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR Â§1614.102(e); 1614.502]		X		Action conducted in conjunction with the District Office Counsel.
B.2.f Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR Â§1614.102(c)(2)]		X		
B.2.g If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR Â§1614.102(c)(2) and (c)(3)]		X		

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 Compliance Indicator	The EEO Director and other EEO professional staff 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
		Yes	No	
 Measures				
B.3.a Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]		X		EEO Officer will work with Commander to ensure the program is involved in the District Strategic Planning Process and selection for training/career development opportunities; the EEO Office attends PMC meetings.
B.3.b Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.		X		EEO Officer will work with Deputy Commander to ensure EEO Officer is included in the bi-annual plan and adds the DVAAP and FEORP as appendices to the plan.
 Compliance Indicator	The agency has sufficient budget and staffing to support the success of its 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	
B.4.a Pursuant to 29 CFR Â§1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:				
B.4.a.1 To conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]		X		
B.4.a.2 To enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]		X		
B.4.a.3 To timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR Â§ 1614.102(c)(5) & 1614.105(b) - (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]		X		
B.4.a.4 To provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.		X		
B.4.a.5 To conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR Â§1614.102(c)(2)]		X		
B.4.a.6 To publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]		X		

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B.4.a.7 To maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.		X		
B.4.a.8 To effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC Â§ 7201; 38 USC Â§ 4214; 5 CFR Â§ 720.204; 5 CFR Â§ 213.3102(t) and (u); 5 CFR Â§ 315.709]		X		In FY20 the CB approved to fund collateral duty program managers to reinvigorate the SEPC Program.
B.4.a.9 To effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I]; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), Â§ V.C.1]			X	USACE does not have an Anti-Harassment Program. No Form H completed due to issues outside of District level EEO Office control; we will follow guidance from the EEO Enterprise and USACE leadership regarding Anti-Harassment Program implementation.
B.4.a.10 To effectively manage its reasonable accommodation program? [see 29 CFR Â§ 1614.203(d)(4)(ii)]		X		
B.4.a.11 To ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]		X		
B.4.b Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR Â§ 1614.102(a)(1)]		X		
B.4.c Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]		X		
B.4.d Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?		X		EEO Office will look into 32 hour requirements for collateral duty SEPC Program Managers in FY21.
B.4.e Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?		X		
 Compliance Indicator	The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	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	
B.5.a Pursuant to 29 CFR Â§ 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:				
B.5.a.1 EEO Complaint Process? [see MD-715(II)(B)]		X		EEO No FEAR and Anti-Harassment Annual Training
B.5.a.2 Reasonable Accommodation Procedures? [see 29 C.F.R. Â§ 1614.102(d)(3)]		X		EEO No FEAR and Anti-Harassment Annual Training

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B.5.a.3 Anti-Harassment Policy? [see MD-715(II)(B)]		X		EEO No FEAR and Anti-Harassment Annual Training
B.5.a.4 Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]		X		EEO No FEAR and Anti-Harassment Annual Training
B.5.a.5 ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]		X		EEO No FEAR and Anti-Harassment Annual Training
 Compliance Indicator	The agency involves managers in the implementation of its 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	
B.6.a Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]		X		The Corporate Board will review and approve the SEPC Charter.
B.6.b Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]			X	We will seek feedback and senior management participation in FY21 and create a barrier analysis group; recommend CB provide feedback quarterly.
B.6.c When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]			X	Senior leaders will be briefed regarding EEO program deficiencies and barriers to equal employment opportunity and will participate in developing action plans to eliminate them.
B.6.d Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR Â§ 1614.102(a)(5)]			X	The EEO Officer is working with St. Paul District senior leadership to operationalize EEO objectives into the agency's strategic plan for FY2021 based on results from the annual EEO reports as well as Project Inclusion, DEOCS, and FEVS data.
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	The agency conducts regular internal audits of its component and field offices.	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	
C.1.a Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR Â§1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		X		MVD conduct EEO District review
C.1.b Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR Â§1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.		X		Annual FRAGO; plan to conduct quarterly FRAGO in FY21

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C.1.c Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]		X		
 Compliance Indicator	The agency has established procedures to prevent all forms of EEO discrimination.	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	
C.2.a Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, Â§ V.C.1 (June 18, 1999)]			X	Will update MVP Workplace Harassment policy to Anti-Harassment Policy in FY21 and ensure VICARIOUS LIABILITY is included.
C.2.a.1 Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), Â§ V.C.1]		X		Prevention information is listed in the St. Paul District Workplace Violence Prevention and Response.
C.2.a.2 Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]			X	USACE does not have an Anti-Harassment Program or Coordinator. No Form H completed; program implementation outside of District level EEO Office control.
C.2.a.3 Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, Â§ V.C.1 (June 18, 1999)]		X		15-6 Investigation Commander has the authority to investigate any situation. Also, AR 690-12 D-5 Inquiries into allegations of harassing conduct provides Anti-Harassment Guidance including conducting inquiries into harassment within 1 business day.
C.2.a.4 Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]			X	USACE does not have an Anti-Harassment Program or Coordinator. No form H completed; Agency-wide deficiency.
C.2.a.5 Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.			X	USACE does not have an Anti-Harassment Program or Coordinator, nor a formalized inquiry process for all harassment claims. The agency has a process in place to conduct for sexual harassment claims, but not all allegations of harassment.
C.2.a.6 Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]		X		Anti-Harassment and No Fear Training.
C.2.b Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]		X		USACE RA SOP is in the process of being updated by the EEO Enterprise last version is 2011.

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C.2.b.1 Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	X			
C.2.b.2 Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]		X	Requested Full-time DPM who is not also the EEO Counselor or the EEO Officer to ensure a proper firewall between the RA and EEO complaint processes.	
C.2.b.3 Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	X			
C.2.b.4 Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	X			
C.2.b.5 Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.		X	[88% Reasonable Accommodation requests within the time frame] EEO Officer will create excel spreadsheet for DPM to track RA timeframes in FY2021.	
C.2.c Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]		X	Procedures have not been established Army-wide. The St. Paul District will implement PAS upon receipt of guidance from Army or the USACE EEO Enterprise.	
C.2.c.1 Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR Â§ 1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.		X	Procedures have not been established Army-wide. The St. Paul District will implement PAS upon receipt of guidance from Army or the USACE EEO Enterprise.	
C.3.a Pursuant to 29 CFR Â§1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	X		EEO Officer will be working with management on how to address this element in the supervisory rating process.	
 Compliance Indicator	The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.		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	
C.3.b Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:				
C.3.b.1 Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	X		EEO Officer will be working with management on how to address this element in the supervisory rating process.	
C.3.b.2 Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR Â§1614.102(b)(6)]	X			

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C.3.b.3 Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	X		
C.3.b.4 Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	X		
C.3.b.5 Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR Â§1614.102(a)(7)]	X		
C.3.b.6 Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR Â§1614.102(a)(8)]	X		
C.3.b.7 Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	X		Annual FRAGO in FY20; Quarterly in FY21
C.3.b.8 Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]		X	USACE does not have an Anti-Harassment Program
C.3.b.9 Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	X		
C.3.c Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR Â§1614.102(c)(2)]	X		EEO Officer will be working with management on how to address this element in the supervisory rating process.
C.3.d When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR Â§1614.102(c)(2)]	X		
 Compliance Indicator	The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.		Measure has been met
 Measures			
	Yes	No	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
C.4.a Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR Â§1614.102(a)(2)]	X		
C.4.b Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]		X	EEO Office will work with St. Paul District leadership to implement regular review timetables.

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C.4.c Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR Â§1614.601(a)]	X		USACE does not have applicant flow data.	
C.4.d Does the HR office timely provide the EEO office have timely access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]		X	EEO Officer working with CPAC chief to obtain HR data for exit interviews, and grievance data upon request. EEO Office has access to climate survey data. EEO Officer finalized EEO Exit Interview form for out-processing employees in Q1 of FY21.	
C.4.e Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:				
C.4.e.1 Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR Â§1614.203(d); MD-715, II(C)]	X		EEO Officer involved CPAC chief in the DVAAP upon hire in July 2020 and meets monthly.	
C.4.e.2 Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	X			
C.4.e.3 Develop and/or provide training for managers and employees? [see MD-715, II(C)]	X		EEO and HR worked together on NEOB; will make plan to coordinate additional trainings at Supervisory Development Meetings.	
C.4.e.4 Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]		X	EEO Officer will include/request CPAC Chief participation in Barrier Analysis in FY21.	
C.4.e.5 Assist in preparing the MD-715 report? [see MD-715, II(C)]		X	EEO Officer will include/request CPAC Chief participation in MD-715 preparation in FY21.	
 Compliance Indicator	Following a finding of discrimination, the agency explores whether it should take a disciplinary action.		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				
C.5.a Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? 29 CFR Â§ 1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)	X			
C.5.b When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR Â§1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	X			
C.5.c If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	X		EEO Officer will work with Commander and Legal to inform managers and supervisors about discriminatory conduct.	
 Compliance Indicator	The EEO office advises managers/supervisors on EEO matters.		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				

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C.6.a Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.		X		
C.6.b Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]		X		
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	The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity 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	
D.1.a Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]		X		MVP EEO Office attended training session provided Nicole Walls.
D.1.b Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]		X		
D.1.c Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]		X		Workforce profile, FEVS, climate surveys, focus groups as needed. Looking to work with CPAC for exit survey data.
 Compliance Indicator	The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	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	
D.2.a Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]		X		
D.2.b Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]		X		EEO officer sits in on the Corporate Board and advises on impacts of management/personnel policies, procedures, and practices. Creating a leadership barrier analysis group in FY21.
D.2.c Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]		X		

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D.2.d Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.		X		
 Compliance Indicator	The agency establishes appropriate action plans to remove 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	
D.3.a Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR Â§1614.102(a)(3)]		X		
D.3.b If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]		X		
D.3.c Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]		X		
 Compliance Indicator	The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities	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	
D.4.a Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.			X	Will be posted for FY21
D.4.b Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]		X		
D.4.c Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]		X		
D.4.d Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]		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 maintains an efficient, fair, and impartial complaint resolution process.	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	

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E.1.a Does the agency timely provide EEO counseling, pursuant to 29 CFR Â§1614.105?	X			
E.1.b Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR Â§1614.105(b)(1)?	X			
E.1.c Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	X		New EEO Officer this past July, letters will be timely.	
E.1.d Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	X		New EEO Officer this past July, letters will be timely.	
E.1.e Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR Â§1614.102(b)(6)?	X			
E.1.f Does the agency timely complete investigations, pursuant to 29 CFR Â§1614.108?	X		IRD has this responsibility	
E.1.g If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR Â§1614.108(g)?	X		New EEO Officer this past July, letters will be timely.	
E.1.h When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR Â§1614.110(b)?	X		Responsibility of EEOCCR	
E.1.i Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR Â§1614.110(a)?	X		EEO and Office of Counsel work with Commander to implement final actions.	
E.1.j If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	X		Contractors are not used.	
E.1.k If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	X		Contractors not used.	
E.1.l Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR Â§ 1614.403(g)]	X			
 Compliance Indicator	The agency has a neutral EEO process.		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	

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E.2.a Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]		X		
E.2.b When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.		X		
E.2.c If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]		X		EEO Officer reviews ROI
E.2.d Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]		X		
E.2.e If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)		X		
 Compliance Indicator	The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) 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	
E.3.a Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR Â§1614.102(b)(2)]		X		
E.3.b Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]		X		
E.3.c Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]		X		
E.3.d Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]		X		
E.3.e Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]		X		
E.3.f Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]		X		MVP works with FEB Shared Neutrals and they conduct evaluation after each mediation.
 Compliance Indicator	The agency has effective and accurate data collection systems in place to evaluate its 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	
E.4.a Does the agency have systems in place to accurately collect, monitor, and analyze the following data:				

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E.4.a.1 Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	X			
E.4.a.2 The race, national origin, sex, and disability status of agency employees? [see 29 CFR Â§1614.601(a)]	X			
E.4.a.3 Recruitment activities? [see MD-715, II(E)]	X			
E.4.a.4 External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]		X	Army does not have a system that allows USACE to review or analyze applicant flow data. MVP leadership has brought this attention to MG Holland and is seeking to obtain access to these valuable data points in order to accurately assess recruitment.	
E.4.a.5 The processing of requests for reasonable accommodation? [29 CFR Â§ 1614.203(d)(4)]	X			
E.4.a.6 The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), Â§ V.C.2]		X	USACE does not have an Anti-Harassment Program or Coordinator. Procedures have not been established Army-wide. No Form H completed; program implementation outside of District level EEO Office control.	
E.4.b Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	X			
 Compliance Indicator	The agency identifies and disseminates significant trends and best practices in its 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	
E.5.a Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	X			
E.5.b Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	X			
E.5.c Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	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	The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.		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	

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F.1.a Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR Â§1614.102(e); MD-715, II(F)]		X		EEO and Legal work with managers
F.1.b Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]		X		EEO and Legal work with managers
F.1.c Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]		X		EEO and Legal work with managers
F.1.d Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]		X		District legal ensure compliance with forms of ordered relief.
F.1.e When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]		X		
 Compliance Indicator	The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	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	
F.2.a.1 When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR Â§1614.108(g)]		X		New EEO Officer Entered on Duty in July 2020.
F.2.a.2 When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR Â§1614.501]		X		Responsibility of EEOCCR.
F.2.a.3 When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR Â§1614.403(e)]		X		Responsibility of EEOCCR.
F.2.a.4 Pursuant to 29 CFR Â§1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?		X		Responsibility of EEOCCR.
F.3.a Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), Â§203(a)]			X	HQ Army EEOCCR submits to EEOC an accurate and complete No FEAR Act report.
 Compliance Indicator	The agency reports to EEOC its program efforts and accomplishments.	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	
F.3.b Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR Â§1614.703(d)]			X	The St. Paul District will timely post on its public website its quarterly No FEAR Act data and follow MVD guidance.

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715 - PART H

EEO Plan To Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element A: Demonstrated Commitment from Agency Leadership	<i>A.2.C.4 Does the Agency disseminate the following policies and procedures to all employees; Anti-Harassment Program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.V.1]</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Prepare an Anti-Harassment Policy Memo in FY21 to include the Vicarious Employer Liability elements as required by the EEOC.	06/30/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Colonel	Karl D. Jansen	No
Equal Employment Manager	Courtney A. Emmerich	Yes
Equal Employment Specialist	Lupe Santos-Jensen	Yes

Planned Activities Toward Completion of Objective

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Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2021	Update Anti-Harassment Policy	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element B: Integration of EEO Into the Agency's Strategic Mission	<i>B.1.c During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I)]</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Conduct "State of the Agency" Briefing	01/31/2021		

Responsible Official(s)

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Title	Name	Performance Standards Address the Plan? (Yes or No)
Equal Employment Manager	Courtney A. Emmerich	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
01/31/2021	Present the "State of the Agency" including the six essential elements of the EEO program and the status of the barrier analysis process briefing in FY2021 to the head of the agency and other senior management officials (Corporate Board).	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element B: Integration of EEO Into the Agency's Strategic Mission	<i>B.6.b Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]</i>

Objective(s) and Dates for EEO Plan

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Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Senior managers will participate in EEO barrier analysis process	09/30/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Deputy Commander	Patrick J. Sullivan	No
Chief, Engineering and Construction	Michael Bart	No
Chief, REPDN	Terry Birkenstock	No
Chief, Operations Division	Tamara Cameron	No
Chief, Regulatory	Chad Konickson	No
Deputy Program Manager	Kevin Wilson	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Division Chiefs will participate in the barrier analysis process in FY21	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element B: Integration of EEO Into the Agency's Strategic Mission	<i>B.6.c When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Leaders develop action plans to eliminate identified barriers.	09/30/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Deputy Commander	Patrick J. Sullivan	No
Chief, Engineering and Construction	Michael Bart	No
Chief, REPDN	Terry Birkenstock	No
Chief, Operations Division	Tamara Cameron	No
Chief, Regulatory	Chad Konickson	No
Deputy Program Manager	Kevin Wilson	No

Planned Activities Toward Completion of Objective

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Leaders will develop action plans to eliminate identified barriers.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element B: Integration of EEO Into the Agency's Strategic Mission	<i>B.6.d Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR Â§ 1614.102(a)(5)]</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Successfully implement EEO Action Plans and incorporate EEO, diversity and inclusion principles into the Agency's Strategic Plan	09/30/2021		

Responsible Official(s)

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Title	Name	Performance Standards Address the Plan? (Yes or No)
Commander	Karl D. Jansen	No
Deputy Commander	Patrick J. Sullivan	No
Chief, Engineering and Construction	Michael Bart	No
Chief, REPDN	Terry Birkenstock	No
Chief, Operations Division	Tamara Cameron	No
Chief, Regulatory	Chad Konickson	No
Deputy Program Manager	Kevin Wilson	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Leadership will follow action plans identified in DVAAP, FEORP, and MD-715 and incorporate EEO/diversity and inclusion principles into the Agency's Strategic Plan	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

Statement of Model Program Essential Element Deficiency

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Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element C: Management and Program Accountability	<i>C.2.a.2 Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Establish Anti-Harassment Coordinator outside of EEO Office	06/30/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Colonel	Karl D. Jansen	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2021	1) Commander will identify and appoint an Anti-Harassment Coordinator outside of the EEO office 2) Once Anti-Harassment Coordinator is established will attend training on how to conduct prompt and effective harassment inquiries	Yes		

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Report of Accomplishments

Fiscal Year	Accomplishments

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element C: Management and Program Accountability	<i>C.2.b.2 Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Firewall between the Reasonable Accommodation Program Manager and the EEO Director	09/30/2023		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Equal Employment Manager	Courtney A. Emmerich	Yes
Equal Employment Specialist	Lupe Santos-Jensen	Yes
Colonel	Karl D. Jansen	No
Personnel Management Committee (PMC)	PMC Committee Members	No

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Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	1) Ensure any EEO complaints that are filed resulting from a failure to accommodate are counseled outside of MVP as a conflict of interest complaint as Lupe is currently the MVP EEO Counselor and the DPM 2) Request full-time Reasonable Accommodation Program Manager to ensure proper firewall between the EEO Director/complaint process and the reasonable accommodation process 3) CPAC to identify Selective Placement Program Coordinator (SPPC) per EEOC and OPM	No		

Report of Accomplishments

Fiscal Year	Accomplishments

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element C: Management and Program Accountability	<i>C.2.b.5 Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests in the comments column.</i>

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Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Process all Reasonable Accommodations within regulatory timeframes	03/01/2020		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Equal Employment Specialist/Disability Program Manager	Lupe Santos-Jensen	Yes
Equal Employment Manager	Courtney Emmerich	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/01/2020	Train supervisors regarding the timeframes in the RA Process to ensure they are making a RA decision within 30 days, unless an extenuating circumstance exists; create additional Excel spreadsheet to track RA timeframes in FY21 in addition to MD-715 reporter	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

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Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element C: Management and Program Accountability	<i>C.4.b Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Implement review timetables for merit/promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation by all EEO groups.	09/30/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
CPAC Chief	Abby Hansen	No

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Title	Name	Performance Standards Address the Plan? (Yes or No)
Executive Assistant	Brett Coleman	No
Deputy Colonel	Patrick J. Sullivan	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Implement Review Timetables for merit/promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation by all EEO groups.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element C: Management and Program Accountability	<i>C.4.d Does the HR office timely provide the EEO office with timely access to other data (e.g., exit interview data, climate</i>

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Type of Program Deficiency	Brief Description of Program Deficiency
	<i>assessment surveys, and grievance data), upon request? [see MD-715, II(C)]</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Coordinate with CPAC to obtain timely grievance data	09/30/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Equal Employment Manager	Courtney Emmerich	Yes
Equal Employment Specialist	Lupe Santos-Jensen	Yes
CPAC Chief	Abby Hansen	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Continue monthly meetings with CPAC; establish procedures to obtain grievance data for barrier analysis and annual reporting; EEO Officer to finalize EEO Exit Survey Questionnaire in Q1 FY21	Yes		

Report of Accomplishments

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Fiscal Year	Accomplishments

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element C: Management and Program Accountability	<i>C.4.e.4 Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Remove barriers to Equal Employment Opportunity	09/30/2023		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Deputy Commander	Patrick J. Sullivan	No
Chief, Engineering and Construction	Michael Bart	No
Chief, REPDN	Terry Birkenstock	No
Chief, Operations Division	Tamara Cameron	No
Chief, Regulatory	Chad Konickson	No
Deputy Program Manager	Kevin Wilson	No
CPAC Chief	Abby Hanson	No

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Title	Name	Performance Standards Address the Plan? (Yes or No)
Equal Employment Manager	Courtney Emmerich	Yes
Equal Employment Specialist	Lupe Santos-Jensen	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Continue monthly meetings with CPAC; Establish leadership barrier analysis working group in FY21	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element C: Management and Program Accountability	The Agency ensure effective coordination between its EEO programs and human resources <i>C.4.e.5 Assist in preparing the MD-715 report? [see MD-715, II(C)]</i>

Objective(s) and Dates for EEO Plan

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Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	CPAC will assist in preparing the MD-715 report	10/31/2020		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Equal Employment Manager	Courtney Emmerich	Yes
CPAC Chief	Abby Hanson	No
Equal Employment Specialist	Lupe Santos-Jensen	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/31/2021	CPAC will assist in running statistical data reports from BOBI and provide input into the MD- report	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments

Statement of Model Program Essential Element Deficiency

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Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element D: Proactive Prevention	<i>D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Post affirmative action plan on public website	03/31/2020		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Equal Employment Manager	Courtney Emmerich	Yes
Equal Employment Specialist	Lupe Santos-Jensen	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	The Commander has brought this to the attention of the MVD CG Holland to obtain applicant flow data at the USACE District level.	Yes		

Report of Accomplishments

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Fiscal Year	Accomplishments
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Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
Essential Element E: Program Efficiency	<i>E.4.a.4 External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]</i>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/16/2020	Obtain applicant flow data for analysis	09/30/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Colonel	Karl D. Jansen	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	The Commander has brought this to the attention of the MVD CG Holland to obtain applicant flow data at the USACE District level.	Yes		

Report of Accomplishments

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Fiscal Year	Accomplishments

715 - Part I

EEO Plan to Eliminate Identified Barrier

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

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

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

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Data Tables	A-1, A-3-1-1, A-6, MVP RCLF, Geographic (Ramsey County) RCLF	The overall participation rate of women in the St. Paul District is significantly less than expected (20.63% less the NCLF benchmark and 13% less than the MVP RCLF benchmark). Additionally, women are underrepresented in 2 of the 3 Mission-Critical Occupations (MCOs); Lock and Dam Operating women are underrepresented 3.72% utilizing the NCLF benchmark and by 7.82% utilizing the geographical Ramsey County RCLF; women are underrepresented in the General Natural Resources Management and Biological Sciences field by 7.93% nationally and 9.23% locally.

EEO Group(s) Affected by Trigger (Check)

<input checked="" type="checkbox"/>	All Men	<input checked="" type="checkbox"/>	All Women
<input type="checkbox"/>	Hispanic or Latino Males	<input type="checkbox"/>	Hispanic or Latino Females
<input type="checkbox"/>	White Males	<input type="checkbox"/>	White Females
<input type="checkbox"/>	Black or African American Males	<input type="checkbox"/>	Black or African American Females
<input type="checkbox"/>	Asian Males	<input type="checkbox"/>	Asian Females
<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander Males	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander Females
<input type="checkbox"/>	American Indian or Alaska Native Males	<input type="checkbox"/>	American Indian or Alaska Native Females
<input type="checkbox"/>	Two or More Races Males	<input type="checkbox"/>	Two or More Races Females

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Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	A-1, A-3-1-1 and A-6
Complaint Data (Trends)	Yes	FY20 462 Report and iComplaints Reports
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	There were no findings.
Climate Assessment Survey (e.g., FEVS)	Yes	DEOCS Survey Results
Exit Interview Data	No	
Focus Groups	No	
Interviews	No	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	Yes	EEOC Federal Sector Complaint Filing Trend Report
MVP Relevant Civilian Labor Force (RCLF) Geographical (Ramsey County) RCLF	Yes	

Status of Barrier Analysis Process

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

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice

Objective(s) and Dates for EEO Plan

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Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Identify the cause of the low participation rate of women in the St. Paul District	10/16/2020	09/30/2021	Yes		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Equal Employment Manager	Courtney Emmerich	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Obtain applicant flow data from DA		
09/30/2021	Meet with Leadership Barrier Analysis Group to review policies, practices, and procedures to determine if barriers to equal employment opportunity exists for women.		

Report of Accomplishments

Fiscal Year	Accomplishments

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715 - Part J

Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

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

Section I: Efforts to Reach Regulatory Goals

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

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

a. Cluster GS-1 to GS-10 (PWD)	Yes		No	X
b. Cluster GS-11 to SES (PWD)	Yes		No	X
PWD in GS-1 to GS-10 represent 22.22% of the total workforce.				
PWD in GS-11 and above represent 13.76% of the total workforce.				

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

a. Cluster GS-1 to GS-10 (PWTD)	Yes		No	X
b. Cluster GS-11 to SES (PWTD)	Yes	X	No	
6 employees GS-11 and above with targeted disabilities (1.83%); which is the difference of just one person.				
PWTD GS-1 to GS-10 represent 2.21% of the total workforce.				
PWTD GS-11 and above represent 1.83% of the total workforce. This is less than the expected benchmark established by DA.				

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

The EEO Office communicates through the Corporate Board, Civilian Personnel Advisory Center (CPAC) and MD 715 to reinforce recruitment at all levels. The EEO Officer will present this report during the State of the Agency EEO briefing in Q1 of FY21. Additionally, the Commander and Deputy Commander reinforce the recruitment goals within the District.

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Section II: Model Disability Program

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

A. Plan to Provide Sufficient and Competent Staffing for the Disability Program.

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

	Yes	X	No	

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD			4	Courtney Emmerich, Equal Employment Manager Courtney.A.Emmerich@usace.army.mil Lupe Santos-Jensen, EE Specialist Lupe.Santos-Jensen@usace.army.mil Abby Hansen, CPAC Director Abby.A.Hansen@usace.army.mil Kulah Dukuly, HR Specialist (Recruitment/Classification) Kulah.S.Dukuly@usace.army.mil
Answering questions from the public about hiring authorities that take disability into account			4	Courtney Emmerich, Equal Employment Manager Courtney.A.Emmerich@usace.army.mil Lupe Santos-Jensen, EE Specialist Lupe.Santos-Jensen@usace.army.mil Abby Hansen, CPAC Director Abby.A.Hansen@usace.army.mil

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Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
				Kulah Dukuly, HR Specialist (Recruitment/Classification) Kulah.S.Dukuly@usace.army.mil
Processing reasonable accommodation requests from applicants and employees			5	Courtney Emmerich, Equal Employment Manager Courtney.A.Emmerich@usace.army.mil Lupe Santos-Jensen, EE Specialist Lupe.Santos-Jensen@usace.army.mil Abby Hansen, CPAC Director Abby.A.Hansen@usace.army.mil Thomas E. Hopkins, LMER Specialist Thomas.E.Hopkins@usace.army.mil Jilliane Jaeger Jilliane.Jaeger@usace.army.mil
Section 508 Compliance			4	Courtney Emmerich, Equal Employment Manager Courtney.A.Emmerich@usace.army.mil Lupe Santos-Jensen, EE Specialist Lupe.Santos-Jensen@usace.army.mil Barry Simmonds, Safety Officer Barry.W.Simmonds@usace.army.mil Michael McGarvey Michael.C.McGarvey@usace.army.mil
Architectural Barriers Act (ABA) Compliance			5	Courtney Emmerich, Equal Employment Manager Courtney.A.Emmerich@usace.army.mil

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Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
				Lupe Santos-Jensen, EE Specialist Lupe.Santos-Jensen@usace.army.mil Barry Simmonds, Safety Officer Barry.W.Simmonds@usace.army.mil Michael McGarvey Michael.C.McGarvey@usace.army.mil Jeffrey Becker, Security Manager Jeffrey.J.Becker@usace.army.mil
Special Emphasis Program for PWD and PWTB			2	Courtney Emmerich, Equal Employment Manager Courtney.A.Emmerich@usace.army.mil Lupe Santos-Jensen, EE Specialist Lupe.Santos-Jensen@usace.army.mil

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

	Yes	X	No	
DPM took the Disability Course on 16 Sep 2011. This course should be a refresher every 2-3 years. There have been some changes that need to be addressed as a group. The EEO Office will seek to take the DEOMI Disability Program Manager Course in FY21. The EEO Office will seek additional reasonable accommodation training and invite CPAC and legal to attend to ensure all are informed with any changes in case law and reasonable accommodation best practices.				

B. Plan to Ensure Sufficient Funding for the Disability Program.

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

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	Yes	X	No	
Funding is included in Fiscal Year 2021 budget.				

Section III: Plan to Recruit and Hire Individuals with Disabilities

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

A. Plan to Identify Job Applicants with Disabilities.

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

Ongoing goals include: (1) EEO officials/staff continue to survey the workforce to ensure an accurate percentage of the workforce are properly identified as PWTDs; the EEO Office will kick off the "Count Me In" campaign in FY21 to notify employees to update their disability status in My Biz. (2) CPAC officials consult with Managers and Hiring Officials to discuss hiring authorities, including Schedule A and VRA, to meet the 2% benchmark for hiring PWTDs each fiscal year. (3) Ensure hiring officials are taking advantage of special hiring authorities (i.e., Schedule A, VRA and VEOA). EEO office, along with CPAC officials, plan to incorporate the Workforce Recruitment Program (WRP) to help hire highly motivated college students and recent graduates with disabilities who are eager to prove their abilities in the workplace through summer or permanent jobs, as well as coordinate to train hiring managers regarding the use of these hiring authorities.

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

Senior leadership (Commander/Deputy Commander/Corporate Board) strongly support the use of Schedule "A" (Schedule A Hiring Authority to hire an individual with a disability. ... You can apply for **jobs** using Schedule A, if you are a person with an intellectual disability, a severe physical disability, or a psychiatric disability) and "D" (Schedule D appointments are those where competitive service requirements "make impracticable the adequate **recruitment** of sufficient numbers". These are known as the Pathways Programs, which consist of the Internship Program, Recent Graduates Program, and Presidential Management Fellows Program. Agency will continue to utilize the Workforce Recruitment Program (WRP) to ensure maximum use throughout the district. The St. Paul District plans to establish a Selective Placement Program Manager (SPPM) in the District CPAC office to facilitate the hiring of Schedule A applicants.

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

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All requests are processed through the Civilian Personnel Advisory Center (CPAC); CPAC reviews the selectees' application package for Schedule A eligibility and then forwards to the hiring official. As a best practice the EEO Office has suggested to the St. Paul District CPAC to review all Schedule A application packages for eligibility prior to sending the resume to the selecting official for consideration.

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

	Yes		No	X
Information will be provided to Managers via email, Command and staff meetings, Special Emphasis Program Committee, and EEO Anti-Harassment & No Fear Training. EEO will work with Civilian Personnel Advisory Center (CPAC) to provide training to all managers and supervisors via lunch and learn or via email.				

B. Plan to Establish Contacts with Disability Employment Organizations

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

During FY-2020, the St. Paul District did not establish an agency liaison for the Wounded Warrior Program, or the Operation Warfighter program as planned. The EEO office will coordinate with the St. Paul District CPAC office to establish a liaison and promote the recruitment of Disabled Veterans through these resources in FY-2021. Additionally, the St. Paul District Plans to recruit a collateral duty Disabled Veteran Special Emphasis Program Manager who will be responsible for establishing contacts with veterans organizations and others such as the Minnesota Vocational Rehab Program and the local Veteran's Affairs office to recruit PWD, PWTD and disabled veterans.

The District has a strong relationship with the Workforce Recruitment Program (WRP) and received 2 slots to employ students/recent graduates with disabilities; the program is not exclusive to veterans but could also be used to hire veterans with disabilities.

C. Progression Towards Goals (Recruitment and Hiring)

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

a. New Hires for Permanent Workforce (PWD)	Yes	X	No	
b. New Hires for Permanent Workforce (PWTD)	Yes	X	No	
In FY20 the District hired 1 employee (2.22%) PWD and 0% PWTD well below the identified goals. Altitudinal barriers and underutilization of Schedule "A" Hiring Authorities remain an issue within the Agency. Also, employees with disabilities are not reporting; for example, 36(5.33%) of St. Paul District employees have not identified their disability status.				

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

a. New Hires for MCO (PWD)	Yes		No	
b. New Hires for MCO (PWTD)	Yes		No	
Applicant pool data was not available for analysis.				

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

a. Qualified Applicants for MCO (PWD)	Yes		No	
b. Qualified Applicants for MCO (PWTD)	Yes		No	
Applicant pool data was not available for analysis.				

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

a. Promotions for MCO (PWD)	Yes		No	
b. Promotions for MCO (PWTD)	Yes		No	
Applicant pool data was not available for analysis.				

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

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

A. Advancement Program Plan

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

All employees are provided opportunities for advancement, career training, awards, and mentoring. If individuals are interested in developmental opportunities, training and mentorship, they are encouraged to notify their supervisors of this interest. Additionally,

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all employees are encouraged to complete an Individual Development Plan and discuss their career aspirations with their supervisor.

B. Career Development Opportunities

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

Numerous career development opportunities are available throughout the year and are publicized through internal email messages including the Leadership Development Program (LDP), Emerging Leader Program (ELP), various Temporary Assignments ranging from 90-120 days or more, and utilization of the Career Developmental Assignment Announcements.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate. [Collection begins with the FY 2020 MD 715 report, which is due on February 28, 2020.]

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

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Detail Programs	*	*	*	*	*	*
Other Career Development Programs	*	*	*	*	*	*

***Data does not available for FY2020; will work with Executive Leadership and CPAC in FY20 to obtain all application and selection data for various career development programs.**

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

a. Applicants (PWD)	Yes		No	x
b. Selections (PWD)	Yes		No	x
Data not available; the EEO Office will work with Executive Leadership and CPAC in FY21 to obtain all application and selection data for the various career development programs.				

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

a. Applicants (PWTD)	Yes		No	x
b. Selections (PWTD)	Yes		No	x
Data not available; the EEO Office will work with Executive Leadership and CPAC in FY21 to obtain all application and selection data for the various career development programs.				

C. Awards

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

a. Awards, Bonuses, and Incentives (PWD)	Yes		No	x
b. Awards, Bonuses, and Incentives (PWTD)	Yes		No	x
Not Applicable; there is not a PWD/PWTD screening, or any type of disability criteria associated with the time-off awards, bonuses, or other incentives.				

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

a. Pay Increases (PWD)	Yes		No	x
b. Pay Increases (PWTD)	Yes		No	x
Not Applicable; there is not a PWD/PWTD screening, or any type of disability criteria associated with performance-based awards.				

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

a. Other Types of Recognition (PWD)	Yes		No	x
b. Other Types of Recognition (PWTD)	Yes		No	x
Not Applicable; there is not a PWD/PWTD screening or any type of disability criteria associate with employee recognition programs.				

D. Promotions

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

a. SES	i. Qualified Internal Applicants (PWD)	Yes		No	x
	ii. Internal Selections (PWD)	Yes		No	x
b. Grade GS-15	i. Qualified Internal Applicants (PWD)	Yes		No	x
	ii. Internal Selections (PWD)	Yes		No	x
c. Grade GS-14	i. Qualified Internal Applicants (PWD)	Yes		No	x
	ii. Internal Selections (PWD)	Yes		No	x
d. Grade GS-13	i. Qualified Internal Applicants (PWD)	Yes		No	x
	ii. Internal Selections (PWD)	Yes		No	x
Not applicable; data not available for FY20; EEO Office will work with CPAC to obtain this data for FY21. The St. Paul District does not employ any SES employees.					

2. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant

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applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a. SES	i. Qualified Internal Applicants (PWTD)	Yes		No	x
	ii. Internal Selections (PWTD)	Yes		No	x
b. Grade GS-15	i. Qualified Internal Applicants (PWTD)	Yes		No	x
	ii. Internal Selections (PWTD)	Yes		No	x
c. Grade GS-14	i. Qualified Internal Applicants (PWTD)	Yes		No	x
	ii. Internal Selections (PWTD)	Yes		No	x
d. Grade GS-13	i. Qualified Internal Applicants (PWTD)	Yes		No	x
	ii. Internal Selections (PWTD)	Yes		No	x
Not applicable; data not available for FY20; EEO Office will work with CPAC to obtain this data for FY21. The St. Paul District does not employ any SES employees.					

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

a. New Hires to SES (PWD)	Yes		No	x
b. New Hires to GS-15 (PWD)	Yes		No	x
c. New Hires to GS-14 (PWD)	Yes		No	x
d. New Hires to GS-13 (PWD)	Yes		No	x
Unable to evaluate since applicant flow information has not been provided to the district level EEO Office.				

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

a. New Hires to SES (PWTD)	Yes		No	x
b. New Hires to GS-15 (PWTD)	Yes		No	x
c. New Hires to GS-14 (PWTD)	Yes		No	x
d. New Hires to GS-13 (PWTD)	Yes		No	x
Unable to evaluate since applicant flow information has not been provided to the district level EEO Office.				

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

a. Executives	i. Qualified Internal Applicants (PWD)	Yes		No	x
	ii. Internal Selections (PWD)	Yes		No	x
b. Managers	i. Qualified Internal Applicants (PWD)	Yes		No	x
	ii. Internal Selections (PWD)	Yes		No	x
c. Supervisors	i. Qualified Internal Applicants (PWD)	Yes		No	x
	ii. Internal Selections (PWD)	Yes		No	x
Not applicable; data not available for FY20; EEO Office will work with CPAC to obtain this data for FY21. The St. Paul District does not employ any SES employees.					

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

a. Executives	i. Qualified Internal Applicants (PWTD)	Yes		No	x
	ii. Internal Selections (PWTD)	Yes		No	x
b. Managers	i. Qualified Internal Applicants (PWTD)	Yes		No	x
	ii. Internal Selections (PWTD)	Yes		No	x
c. Supervisors	i. Qualified Internal Applicants (PWTD)	Yes		No	x
	ii. Internal Selections (PWTD)	Yes		No	x
Not applicable; data not available for FY20; EEO Office will work with CPAC to obtain this data for FY21. The St. Paul District does not employ any SES employees.					

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

a. New Hires for Executives (PWD)	Yes		No	x
b. New Hires for Managers (PWD)	Yes		No	x
c. New Hires for Supervisors (PWD)	Yes		No	x
Not applicable; data not available for FY20; EEO Office will work with CPAC to obtain this data for FY21. The St. Paul District does not employ any SES employees.				

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

a. New Hires for Executives (PWTD)	Yes		No	x
b. New Hires for Managers (PWTD)	Yes		No	x
c. New Hires for Supervisors (PWTD)	Yes		No	x
Not applicable; data not available for FY20; EEO Office will work with CPAC to obtain this data for FY21. The St. Paul District does not employ any SES employees.				

Section V: Plan to Improve Retention of Persons with Disabilities

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

A. Voluntary and Involuntary Separations

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

	Yes		No	x
1 Workforce Recruitment Program (WRP) employee was converted to a temporary position through Schedule A. EEO Office will work with CPAC to determine if any Schedule A hires were not converted after their two-year probationary period.				

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

a. Voluntary Separations (PWD)	Yes		No	x
b. Involuntary Separations (PWD)	Yes		No	x
PWD left at the same rate of 20% as persons without disabilities for voluntary separations. There were not any involuntary PWD in FY20. See Table B14				

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

a. Voluntary Separations (PWTD)	Yes		No	X
b. Involuntary Separations (PWTD)	Yes		No	X
There were not any voluntary or involuntary PWTD separations in FY20; although 1 PWTD (7.14% of total separations) retired from the Agency in FY20. See Table B14				

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

Not applicable.

B. Accessibility of Technology and Facilities

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

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

https://dodcio.defense.gov/DoDSection508/Std_Stmt.aspx
<https://www.usace.army.mil/Careers/EEO/>

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

https://eeoa.army.pentagon.mil/web/prog_comp/outreach_spec_prog/piwd/legal.htm#aba

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

The Agency is a tenant within a private building and works with Logistics for the undertaking of changes and/or modifications to the building in which housed. The District does not currently have any plans to improve accessibility; the District Office is moving to a new location in FY22.

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C. Reasonable Accommodation Program

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

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

According to a Reasonable Accommodation Transaction Report from MD-715 Reporter the average processing days the St. Paul District Processed requests for reasonable accommodation was 11 days.

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

Managers and supervisors are trained on the reasonable accommodation process. Supervisors are trained and instructed to process a verbal or written request for RA immediately. Once a supervisor receives a request for accommodation, they forward it to the RA Program Manager within 2 days. The RA Program Manager then works closely with the supervisor and employee to ensure understanding and options for the requested accommodation. In general, requests are processed within the standard timeframe; however, many times the agency cannot render a decision until the employee provides appropriate medical documentation. Per the AR 690-12 updated in December 2019 requests should be considered, and a decision made within 30 business days of receipt, or sooner, if no extenuating circumstances exist.

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

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

The agency has not received any requests for PAS during FY20. Procedures do not exist Agency wide for PAS.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint data involving Harassment

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

	Yes		No	X
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2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

	Yes		No	X
--	-----	--	----	---

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

There were no findings of discrimination against the U.S. Army Corps of Engineers, St. Paul District during FY20.

B. EEO Complaint Data Involving Reasonable Accommodation

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

	Yes		No	X
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2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

	Yes	X	No	
--	-----	---	----	--

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

Not applicable. The Agency has not had any findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year; however, the agency did settle an informal complaint alleging failure to accommodate based on disability in FY20.

Section VII: Identification and Removal of Barriers

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

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

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

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

Trigger 1	2.2% of new hires were PWD and 0% PWTD; both of these numbers are well below the identified goals.			
Barrier(s)				
Objective(s)	Increase PWD and PWTD within the applicant pool			
Responsible Official(s)	Performance Standards Address the Plan?			
Courtney Emmerich, Equal Employment Manager	Yes			
Barrier Analysis Process Completed?	Yes		No	
Barrier(s) Identified?	Yes		No	
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information collected		
Workforce Data Tables	No			
Complaint Data (Trends)	No			
Grievance Data (Trends)	No			
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No			
Climate Assessment Survey (e.g., FEVS)	Yes			

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Exit Interview Data		No		
Focus Groups		No		
Interviews		No		
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		No		
Other (Please describe)		Yes	BOBI Gains Reports; observation of interviews-comments made by selection panel members during the deliberation process suggest attitudinal barriers towards PWD may influence selection decisions.	
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Obtain applicant flow data from DA Train Agency supervisors regarding RA and Attitudinal Barriers			
Fiscal Year	Accomplishments			

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

--

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

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

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

Trigger 2	PWTD are below the 2% goal in grades GS-11 and above			
Barrier(s)				
Objective(s)	Increase PWTD in grades GS-11 and above			
Responsible Official(s)	Performance Standards Address the Plan?			
Courtney Emmerich, Equal Employment Manager	Yes			
Barrier Analysis Process Completed?	Yes		No	
Barrier(s) Identified?	Yes		No	
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information collected		
Workforce Data Tables	No			
Complaint Data (Trends)	No			
Grievance Data (Trends)	No			
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No			

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Climate Assessment Survey (e.g., FEVS)	Yes			
Exit Interview Data	No			
Focus Groups	No			
Interviews	No			
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No			
Other (Please describe)	Yes	BOBI Gains Reports; observation of interviews-comments made by selection panel members during the deliberation process have been made that suggest attitudinal barriers regarding PWD to Equal Employment Opportunity may exist.		
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2021	Obtain applicant flow data from DA Train Agency supervisors regarding RA and Attitudinal Barriers			
Fiscal Year	Accomplishments			

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

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

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

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Appendix A
Definitions

- The following definitions apply to Management Directive 715:
- **Applicant:** A person who applies for employment.
- **Applicant Flow Data:** Information reflecting characteristics of the pool of individuals applying for an employment opportunity.
- **Barrier:** An agency policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.
- **Disability:** For the purpose of statistics, recruitment, and targeted goals, the number of employees in the workforce who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 C.F.R. § 1630.2 applies.
- **Civilian Labor Force (CLF):** Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.
- **EEO Groups:** Members of groups protected under Title VII of the Civil Rights Act and other Federal guidelines. Includes: White Men, White Women, Black Men, Black Women, Hispanic Men, Hispanic Women, Asian Men, Asian Women, Native American Men, Native American Women, and Persons with Disabilities.

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- **Employees:** Members of the agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.
- **Employment Decision:** Any decision affecting the terms and conditions of an individual's employment, including but not limited to hiring, promotion, demotion, disciplinary action and termination.
- **Feeder Group or Pool:** Occupational group(s) from which selections to a particular job are typically made.
- **Federal Categories (Fed9):** For the first time EEOC is requiring agencies to report their workforce data by aggregating it into nine employment categories. These categories are more consistent with those EEOC uses in private sector enforcement and will permit better analysis of trends in the federal workplace than previous categories used. The Commission has created a Census/OPM Occupation Cross-Classification Table by OPM Occupational Code (crosswalk) which assists agencies in determining the category in which to place a position through use of the position's OPM or SOC codes or the OPM or Census Occupation Title. The crosswalk may be accessed at the Commission's website: <http://www.eeoc.gov/federal/715instruct/00-09opmcode.html>. This crosswalk is intended as general guidance in cross-classifying OPM occupational codes to the EEO nine categories. Agencies are encouraged to contact EEOC with specific questions about what category might be appropriate for their particular occupations.
- **The nine job category titles are:**
 - **Officials and Manager** Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions or other units or special phases of an agency's operations. In the federal sector, this category is further broken out into four sub-categories: (1) **Executive/Senior-Level**, (2) **Mid-Level**, (3) **First-Level** and (4) **Other**. When an employee is classified as a supervisor or manager, that employee should be placed in the *Officials and Managers* category rather than in the category in the crosswalk that they would otherwise be placed in based on their OPM occupational code. Those employees classified as supervisors or managers who are at the GS-12 level or below should be placed in the First-Level sub-category of Officials and Managers, those at the GS-13 or 14 should be in the **Mid-Level** sub-category and those at GS-15 or in the SES should be in the

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Executive/Senior-Level sub-category. An agency may also choose to place employees who have significant policy-making responsibilities, but do not supervise other employees, in these three sub-categories. The fourth sub-category, called "**Other**" contains employees in a number of different occupations which are primarily business, financial and administrative in nature, and do not have supervisory or significant policy responsibilities. For example, Administrative Officers (OPM Code 0341) are appropriately placed in the "**Other**" sub-category.

- **Professionals** - Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientists, teachers, surveyors and kindred workers.
- **Technicians** - Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post-high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.
- **Sales** - Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents and brokers, stock and bond sales workers, demonstrators, sales workers and sales clerks, grocery clerks, and cashiers/checkers, and kindred workers.
- **Administrative Support Workers** - Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.
- **Craft Workers (skilled)** - Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their

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- work. Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.
- **Operatives** (semiskilled) - Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.
 - **Laborers** (unskilled) - Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washers and greasers, grounds keepers and gardeners, farm workers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.
 - **Service workers** - Workers in both protective and non-protective service occupations. Includes: attendants (hospital and other institutions, professional and personal service, including nurses aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, door-keepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.
- **Fiscal Year:** The period from October 1 of one year to September 30 of the following year.

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- **Goal:** Under the Rehabilitation Act, an identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address the lingering effects of past discrimination.
- **Major Occupations:** Agency occupations that are mission related and heavily populated, relative to other occupations within the agency.
- **Onsite Program Review:** Visit by EEOC representatives to an agency to evaluate the agency's compliance with the terms of this Directive and/or to provide technical assistance.
- **Reasonable Accommodation:** Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability. For a more complete definition, see 29 C.F.R. § 1630.2(o). See also, EEOC's Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No. 915.002 (October 17, 2002).
- **Relevant Labor Force:** The source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.
- **Section 501 Program:** The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.
- **Section 717 Program:** The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.
- **Selection Procedure:** Any employment policy or practice that is used as a basis for an employment decision.
- **Special Recruitment Program:** A program designed to monitor recruitment of, and track applications from, persons with targeted disabilities.
- **Targeted Disabilities:** Disabilities that the federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are: 1) deafness; 2) blindness; 3) missing extremities; 4) partial paralysis; 5)

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complete paralysis; 6) convulsive disorders; 7) mental retardation; 8) mental illness; and 9) distortion of limb and/or spine.

- **Technical Assistance:** Training, assistance or guidance provided by the EEOC in writing, over the telephone or in person.
- **Under representation:** Result of conditions in which the representation of EEO groups is lower than expected.

DATABASE NOTES

1. The data for this report reflects the organization as of 30 September 2020. The HR database of record, the Defense Civilian Personnel Data System (DCPDS), was used to obtain the data. It is recognized that the HR database contains anomalies that affect data reporting. The variance didn't appear severe enough to affect the calculations.
2. Applicant pool dataset is not available, limiting conclusions on data tables.
3. Manifested Imbalances and Conspicuous Absences (MICA) are the correct terms required by federal rulings to describe the term "under representation". Manifested Imbalances indicate that although women and minorities are present, their representation is below the CLF. Conspicuous Absences refers to an absence of women and/or minorities.
4. Grade designations are the same ones used in DCPDS based on federal guidelines. Senior individuals are defined as those members of the Senior Executive Service or equivalent, such as all pay plans that start with an "E", or "I", pay plan "ST" and some positions in the "AD" category. Data for Pay plan "EX" are excluded.
5. Because the HR data system has not been retooled to meet MD 715 requirements, and OPM has not issued an authorization for the retooling, many data points in the accompanying data tables will not consistently sum to the total Army workforce. This is especially true in the calculations for persons with disabilities. The reportable codes used by EEOC vary from those in the HR data

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system in that some codes were excluded. Because of this exclusion, many of the data tables will not sum to the total Army workforce. In addition, many of the tables that capture data on RNO groups, because of the variety of pay plans used in Army do not fit into the aspects of “GS” or “Wage Grade” equivalents. Therefore, many of those data points were excluded.

ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

Mixed Cases are Included in this report.

Total Elapsed Time: 00:00:36

AGENCY OR DEPARTMENT: Engineer Dist, St. Paul

REPORTING PERIOD: 10/01/2019 – 09/30/2020

Part I – Pre-Complaint Activities

EEO Counselor

	Counselings	Individuals
A. Intentionally Left Blank		

ADR Intake Officer

	Counselings	Individuals
B. Intentionally Left Blank		

Total Completed/Ended Counselings

	Counselings	Individuals
C. Total Completed/Ended Counselings	5	5
1. Counseled Within 30 Days	3	3
2. Counseled Within 31 to 90 Days	2	2
a. Counseled Within Written Extension Period No Longer Than 60 Days	0	0

Non-ADR Settlements with Monetary Benefits

	Counselings	Individuals	Amount
E. Total	0	0	\$0.00
1. Compensatory Damages	0	0	\$0.00
2. Backpay / Frontpay	0	0	\$0.00
3. Lump Sum Payment	0	0	\$0.00
4. Attorney's Fees and Costs	0	0	\$0.00
5.			
6.			

Non-ADR Settlements With Non-Monetary Benefits

	Counselings	Individuals
F. Total	0	0
1. Hires	0	0
a. Retroactive	0	0
b. Non-Retroactive	0	0
2. Promotions	0	0
a. Retroactive	0	0
b. Non-Retroactive	0	0

b. Counseled Within 90 Days Where Individual Participated in ADR	2	2
c. Counseled Within 31-90 Days That Were Untimely	0	0
3. Counseled Beyond 90 Days	0	0
4. Counseled Due to Remands	0	0

Pre-Complaint Activities

	Counselings	Individuals
D. Pre-Complaint Activities		
1. On Hand at the Beginning of the Reporting Period	0	0
2. Initiated during the Reporting Period	6	6
3. Completed/Ended Counseling	5	5
a. Settlements (Monetary and Non-Monetary)	2	2
b. Withdrawal/No Complaint Filed	3	3
c. Counseling Completed/Ended in Reporting Period that Resulted in Complaint Filing in Reporting Period	0	0
d. Decision to File Complaint Pending at the End of the Reporting Period	0	0
4. Counselings Pending at the End of the Reporting Period	1	1

3. Expungements	0	0
4. Reassignments	0	0
5. Removals Rescinded	0	0
a. Reinstatement	0	0
b. Voluntary Resignation	0	0
6. Accommodations	0	0
7. Training	0	0
8. Apology	0	0
9. Disciplinary Actions	0	0
a. Rescinded	0	0
b. Modified	0	0
10. Performance Evaluation Modified	0	0
11. Leave Restored	0	0
12. Neutral Reference	0	0
13.		
14.		

ADR Settlements with Monetary Benefits

	Counselings	Individuals	Amount
G. Total	1	1	\$6,750.00
1. Compensatory Damages	0	0	\$0.00
2. Backpay / Frontpay	0	0	\$0.00
3. Lump Sum Payment	1	1	\$6,750.00
4. Attorney's Fees and Costs	0	0	\$0.00
5.			
6.			

ADR Settlements With Non-Monetary Benefits

	Counselings	Individuals
--	-------------	-------------

H. Total	1	1	
1. Hires	0	0	
a. Retroactive	0	0	
b. Non-Retroactive	0	0	
2. Promotions	0	0	
a. Retroactive	0	0	
b. Non-Retroactive	0	0	
3. Expungements	0	0	
4. Reassignments	0	0	
5. Removals Rescinded	0	0	
a. Reinstatement	0	0	
b. Voluntary Resignation	0	0	
6. Accommodations	0	0	
7. Training	1	1	
8. Apology	0	0	
9. Disciplinary Actions	0	0	
a. Rescinded	0	0	
b. Modified	0	0	
10. Performance Evaluation Modified	0	0	
11. Leave Restored	0	0	
12. Neutral Reference	0	0	
13.			
14.			

NON-ADR SETTLEMENTS

	Counselings	Individuals	
I. Total	0	0	

**AGENCY OR DEPARTMENT: Engineer
Dist, St. Paul**

**REPORTING PERIOD: 10/01/2019
– 09/30/2020**

Part II – Formal Complaint Activities

A. Complaints on Hand at the Beginning of the Reporting Period	3
B. Complaints Filed	0
C. Remands (sum of lines C1 + C2 + C3)	0
C.1. Remands (Not Included in A or B)	0
C.2. Remands (Included in A or B)	0
C.3. Number of additional remands in this reporting period that are not captured in C.1 or C.2 above	0
C.4. Additional closures in this reporting period not reflected in F. or H. that resulted from remands	0
D. Total Complaints (sum of lines A + B + C1)	3
E. Complaints in Line D that were NOT Consolidated	3
F. Complaints in Line E that were Closed During Report Period	2
G. Complaints in Line D that WERE Consolidated	0
H. Complaints in Line G that were Closed During Report Period	0
I. Complaints On Hand at the end of the Reporting Period (Line D - (F + H) + [(C2 + C3) - C4])	1
J. Individuals Filing Complaints (Complainants)	0
K. Number of Joint Processing Units from Consolidation of Complaints	0

AGENCY OR DEPARTMENT: Engineer
Dist, St. Paul

REPORTING PERIOD: 10/01/2019
– 09/30/2020

Part III – Agency Resources, Training, Reporting Line

A. Agency & Contract Resources

	Agency		Contract	
	Number	Percent	Number	Percent
1. Work Force				
a. Total Work Force	676			
b. Permanent Employees	0			
2. Counselors	2		0	
a. Full-Time	0	0	0	0
b. Part-Time	0	0	0	0
c. Collateral Duty	2	100.00	0	0
3. Investigators	0		0	
a. Full-Time	0	0	0	0
b. Part-Time	0	0	0	0
c. Collateral Duty	0	0	0	0
4. Counselor/Investigator	0		0	
a. Full-Time	0	0	0	0
b. Part-Time	0	0	0	0
c. Collateral Duty	0	0	0	0

B. Agency & Contract Staff Training

	Counselor		Investigator		Counselor/Investigator	
	Agency	Contract	Agency	Contract	Agency	Contract
1. New Staff (NS) – Total	1	0	0	0	0	0
a. NS Receiving Required 32 Or More Hours	0	0	0	0	0	0
b. NS Receiving 8 Or More Hours, Usually Given To Experienced Staff	1	0	0	0	0	0
c. NS Receiving No Training At All	0	0	0	0	0	0
2. Experienced Staff (ES) – Total	1	0	0	0	0	0
a. ES Receiving Required 8 Or More Hours	0	0	0	0	0	0
b. ES Receiving 32 Or More Hours, Generally Given To New Staff	1	0	0	0	0	0
c. ES Receiving No Training At All	0	0	0	0	0	0

C. Reporting Line

1. EEO Director's Name:	Courtney A. Emmerich
1a. Does the EEO Director Report to the Agency Head? (Yes/No)	NO

2. If no, who does the EEO Director Report to?	Person: Patrick J. Sullivan Title: Deputy Commander
3. Who is responsible for the day-to-day operation of the EEO program in your Department/Agency/organization?	Person: Courtney A. Emmerich Title: Equal Employment Manager
4. Who does that person report to?	Person: Patrick J. Sullivan Title: Deputy Commander

AGENCY OR DEPARTMENT: Engineer Dist, St. Paul

REPORTING PERIOD: 10/01/2019 – 09/30/2020

Part IV – Bases and Issues Alleged in Complaints Filed (Part 1)

[illegible]

Issues of Alleged Discrimination	Bases of Alleged Discrimination											
	Race						Color	Religion	Reprisal	Total all bases by issue	Total all complaints by issue	Total all complainants by issue
	Amer. Indian / Alaska Native	Asian	Native Hawaiian / Other Pacific Islander	Black / African American	White	Two or More Races						
1. Denied	0	0	0	0	0	0	0	0	0	0	0	0
2. Directed	0	0	0	0	0	0	0	0	0	0	0	0
N. Reasonable Accommodation Disability									0	0	0	0
O. Reinstatement	0	0	0	0	0	0	0	0	0	0	0	0
P. Religious Accommodation								0	0	0	0	0
Q. Retirement	0	0	0	0	0	0	0	0	0	0	0	0
R. Sex-Stereotyping										0	0	0
S. Telework	0	0	0	0	0	0	0	0	0	0	0	0
T. Termination	0	0	0	0	0	0	0	0	0	0	0	0
U. Terms/Conditions of Employment	0	0	0	0	0	0	0	0	0	0	0	0
V. Time and Attendance	0	0	0	0	0	0	0	0	0	0	0	0
W. Training	0	0	0	0	0	0	0	0	0	0	0	0
X. Other (Please Specify Below)	0	0	0	0	0	0	0	0	0	0	0	0
DO NOT USE Overseas Tour	0	0	0	0	0	0	0	0	0	0	0	0
DO NOT USE User Defined #4	0	0	0	0	0	0	0	0	0	0	0	0
Total All Issues by Bases	0	0	0	0	0	0	0	0	0			
Total All Complaints Filed by Bases	0	0	0	0	0	0	0	0	0			
Total All Complainants by Bases	0	0	0	0	0	0	0	0	0			

Part IV – Bases and Issues Alleged in Complaints Filed (Part 2)

Issues of Alleged Discrimination	Bases of Alleged Discrimination														
	Sex			Pregnancy Discrimination Act	National Origin		Equal Pay Act		Age	Disability		GINA	Total all bases by issue	Total all complaints by issue	Total all complainants by issue
	Male	Female	LGBT		Hispanic / Latino	Other	Male	Female		Mental	Physical				
A. Appointment/Hire	0	0	0	0	0	0			0	0	0	0	0	0	0
B. Assignment of Duties	0	0	0	0	0	0			0	0	0	0	0	0	0

Issues of Alleged Discrimination	Bases of Alleged Discrimination														
	Sex			Pregnancy Discrimination Act	National Origin		Equal Pay Act		Age	Disability		GINA	Total all bases by issue	Total all complaints by issue	Total all complainants by issue
	Male	Female	LGBT		Hispanic / Latino	Other	Male	Female		Mental	Physical				
C. Awards	0	0	0	0	0	0			0	0	0	0	0	0	0
D. Conversion to Full Time/Perm Status	0	0	0	0	0	0			0	0	0	0	0	0	0
E. Disciplinary Action	0	0	0	0	0	0			0	0	0	0	0	0	0
1. Demotion	0	0	0	0	0	0			0	0	0	0	0	0	0
2. Reprimand	0	0	0	0	0	0			0	0	0	0	0	0	0
3. Suspension	0	0	0	0	0	0			0	0	0	0	0	0	0
4. Removal	0	0	0	0	0	0			0	0	0	0	0	0	0
5. Disciplinary Warning	0	0	0	0	0	0			0	0	0	0	0	0	0
6.															
7.															
F. Duty Hours	0	0	0	0	0	0			0	0	0	0	0	0	0
G. Perf. Eval./ Appraisal	0	0	0	0	0	0			0	0	0	0	0	0	0
H. Examination/Test	0	0	0	0	0	0			0	0	0	0	0	0	0
I. Harassment	0	0	0	0	0	0			0	0	0	0	0	0	0
1. Non-Sexual	0	0	0	0	0	0			0	0	0	0	0	0	0
2. Sexual	0	0	0	0									0	0	0
J. Medical Examination	0	0	0	0	0	0			0	0	0	0	0	0	0
K. Pay Including Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
L. Promotion/Non-Selection	0	0	0	0	0	0			0	0	0	0	0	0	0
M. Reassignment	0	0	0	0	0	0			0	0	0	0	0	0	0
1. Denied	0	0	0	0	0	0			0	0	0	0	0	0	0
2. Directed	0	0	0	0	0	0			0	0	0	0	0	0	0
N. Reasonable Accommodation Disability				0						0	0	0	0	0	0
O. Reinstatement	0	0	0	0	0	0			0	0	0	0	0	0	0
P. Religious Accommodation													0	0	0
Q. Retirement	0	0	0	0	0	0			0	0	0	0	0	0	0

[illegible]

PART IV C – Bases and Issues Alleged in Settlements (Part 1)

[illegible]

Issues of Alleged Discrimination in Settlements	Bases of Alleged Discrimination in Settlements														
	Race						Color	Religion	Reprisal	Number Counseling Settlement Allegations	Number Counselings Settled by Issue	Number Individuals Settled With by Issue	Number Complaints Settlement Allegations	Number Complaints Settled by Issue	Number Complainants Settled With by Issue
	Amer. Indian / Alaska Native	Asian	Native Hawaiian / Other Pacific Islander	Black / African American	White	Two or More Races									
R. Sex-Stereotyping										0	0	0	0	0	0
S. Telework	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
T. Termination	0	0	0	0	0	0	0	0	1	2	1	1	0	0	0
U. Terms/Conditions of Employment	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
V. Time and Attendance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
W. Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
X. Other (Please Specify Below)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DO NOT USE Overseas Tour	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
DO NOT USE User Defined #4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1. Counseling Settlement Allegations	0	0	0	0	0	0	0	0	2						
1a. Number of Counselings Settled	0	0	0	0	0	0	0	0	1						
1b. Number of Counselees Settled With	0	0	0	0	0	0	0	0	1						
2. Complaint Settlement Allegations	0	0	0	0	0	0	0	0	0						
2a. Number of Complaints Settled	0	0	0	0	0	0	0	0	0						
2b. Number of Complainants Settled With	0	0	0	0	0	0	0	0	0						

PART IV C – Bases and Issues Alleged in Settlements (Part 2)

Issues of Alleged Discrimination in Settlements	Bases of Alleged Discrimination in Settlements																
	Sex			Pregnancy Discrimination Act	National Origin		Equal Pay Act		Age	Disability		GINA	Number Counseling Settlement Allegations	Number Counselings Settled by Issue	Number Individuals Settled With by Issue	Number Complaints Settlement Allegations	Number Complaints Settled by Issue
	Male	Female	LGBT		Hispanic / Latino	Other	Male	Female		Mental	Physical						
N. Reasonable Accommodation Disability				0						1	0	0	2	1	1	0	0
O. Reinstatement	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
P. Religious Accommodation													0	0	0	0	0
Q. Retirement	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
R. Sex-Stereotyping	0	0	0										0	0	0	0	0
S. Telework	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
T. Termination	0	0	0	0	0	0			0	1	0	0	2	1	1	0	0
U. Terms/Conditions of Employment	0	1	0	0	0	0			0	0	0	0	0	0	0	1	1
V. Time and Attendance	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
W. Training	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
X. Other (Please Specify Below)	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
DO NOT USE Overseas Tour	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
DO NOT USE User Defined #4	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0
1. Counseling Settlement Allegations	0	0	0	0	0	0	0	0	1	2	0	0					
1a. Number of Counselings Settled	0	0	0	0	0	0	0	0	1	1	0	0					
1b. Number of Counselees Settled With	0	0	0	0	0	0	0	0	1	1	0	0					
2. Complaint Settlement Allegations	0	2	0	0	0	0	0	0	0	0	0	0					
2a. Number of Complaints Settled	0	1	0	0	0	0	0	0	0	0	0	0					
2b. Number of Complainants Settled With	0	1	0	0	0	0	0	0	0	0	0	0					

[illegible]

Issues of Discrimination Found in FAD's and Final Orders	Bases of Discrimination Found in FAD's and Final Orders																	
	Sex			Pregnancy Discrimination Act	National Origin		Equal Pay Act		Age	Disability		GINA	Number FAD Findings By Issue	Number of FAD's With Findings By Issue	Number Complainants Issued FAD Findings By Issue	Number AJ Decision Findings By Issue	Number AJ Decision with Findings by Issue	Number Final Findings Implemented by Issue
	Male	Female	LGBT		Hispanic / Latino	Other	Male	Female		Mental	Physical							
2. Reprimand	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
3. Suspension	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
4. Removal	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
5. Disciplinary Warning	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
6.																		
7.																		
F. Duty Hours	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
G. Perf. Eval./ Appraisal	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
H. Examination/Test	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
I. Harassment	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
1. Non-Sexual	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
2. Sexual	0	0	0	0									0	0	0	0	0	0
J. Medical Examination	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
K. Pay Including Overtime	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
L. Promotion/Non-Selection	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
M. Reassignment	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
1. Denied	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
2. Directed	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
N. Reasonable Accommodation Disability				0						0	0	0	0	0	0	0	0	0
O. Reinstatement	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
P. Religious Accommodation													0	0	0	0	0	0
Q. Retirement	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
R. Sex-Stereotyping	0	0	0										0	0	0	0	0	0

Issues of Discrimination Found in FAD's and Final Orders	Bases of Discrimination Found in FAD's and Final Orders																	
	Sex			Pregnancy Discrimination Act	National Origin		Equal Pay Act		Age	Disability		GINA	Number FAD Findings By Issue	Number of FAD's With Findings By Issue	Number Complainants Issued FAD Findings By Issue	Number AJ Decision Findings By Issue	Number AJ Decision with Findings by Issue	Number Final Findings Implemented by Issue
	Male	Female	LGBT		Hispanic / Latino	Other	Male	Female		Mental	Physical							
S. Telework	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
T. Termination	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
U. Terms/Conditions of Employment	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
V. Time and Attendance	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
W. Training	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
X. Other (Please Specify Below)	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
DO NOT USE Overseas Tour	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
DO NOT USE User Defined #4	0	0	0	0	0	0			0	0	0	0	0	0	0	0	0	0
1. Final Agency Decision Findings	0	0	0	0	0	0	0	0	0	0	0	0						
1a. Number of FADs with Findings	0	0	0	0	0	0	0	0	0	0	0	0						
1b. Number of Complainants Issued FAD Findings	0	0	0	0	0	0	0	0	0	0	0	0						
2. AJ Decision Findings	0	0	0	0	0	0	0	0	0	0	0	0						
2a. Number of AJ Decisions With Findings	0	0	0	0	0	0	0	0	0	0	0	0						
3. Final Agency Order Findings Implemented	0	0	0	0	0	0	0	0	0	0	0	0						
3a. # of Final Orders (FOs) With Findings Implemented	0	0	0	0	0	0	0	0	0	0	0	0						
3b. # of Complainants Issued FOs With	0	0	0	0	0	0	0	0	0	0	0	0						

[illegible]

**AGENCY OR DEPARTMENT: Engineer
Dist, St. Paul**

**REPORTING PERIOD: 10/01/2019
– 09/30/2020**

Part V – Summary of Closures by Statute

A. Statute	(If a single complaint has multiple statutes record each on the appropriate line.)
2	1. Title VII
0	1a. Pregnancy Discrimination Act (PDA)
0	2. Age Discrimination in Employment Act (ADEA)
0	3. Rehabilitation Act
0	4. Equal Pay Act (EPA)
0	5. Genetic Information Nondiscrimination Act (GINA)
B. Total by Statutes	
2	This number may be larger than the total number of complaints closed. (A1 + A1a + A2 + A3 + A4 + A5)

**AGENCY OR DEPARTMENT: Engineer
Dist, St. Paul**

**REPORTING PERIOD: 10/01/2019
– 09/30/2020**

Part VI – Summary of Closures By Category

	Total Number	Total Days	Average Days
A. Total Number of Closures (1 + 2 + 3)	2	577	288.50
1. Withdrawals (a + b)	0	0	0.00
a. Non-ADR Withdrawals	0	0	0.00
b. ADR Withdrawals	0	0	0.00
2. Settlements (a + b)	1	276	276.00
a. Non-ADR Settlements	1	276	276.00
b. ADR Settlements	0	0	0.00
3. Final Agency Actions (B + C)	1	301	301.00
B. Final Agency Decisions WITHOUT an ADMINISTRATIVE JUDGE Decision (1 + 2 + 3)	1	301	301.00
1. Finding Discrimination	0	0	0.00
2. Finding No Discrimination	1	301	301.00
3. Dismissal of Complaints	0	0	0.00
C. Final Agency Orders WITH an ADMINISTRATIVE JUDGE (AJ) Decision (1 + 2)	0	0	0.00
1. AJ Decision Fully Implemented (a + b + c)	0	0	0.00
(a) Finding Discrimination	0	0	0.00
(b) Finding No Discrimination	0	0	0.00
(c) Dismissal of Complaints	0	0	0.00
2. AJ Decision NOT Fully Implemented (a + b + c)	0	0	0.00
(a) Finding Discrimination (i + ii + iii)	0	0	0.00
i. Agency Appealed Finding But Not Remedy	0	0	0.00
ii. Agency Appealed Remedy But Not Finding	0	0	0.00
iii. Agency Appealed Finding And Remedy	0	0	0.00
(b) Finding No Discrimination	0	0	0.00
(c) Dismissal of Complaints	0	0	0.00

	Total Number	Total Days	Average Days
D. Final Agency Merit Decisions (FAD) Issued (1 + 2 + 3 + 4)	1	8	8.00
1. Complainant Requested Immediate FAD (1a + 1b)	0	0	0.00
a. Agency Issued FAD WITHIN 60 Days Of Receipt Of FAD Request	0	0	0.00
b. Agency Issued FAD MORE THAN 60 Days Beyond Receipt Of FAD Request	0	0	0.00
2. Complainant Did Not Elect Hearing or FAD (2a + 2b)	0	0	0.00
a. Agency Issued FAD WITHIN 60 Days Of End Of 30-Day Election Period	0	0	0.00
b. Agency Issued FAD MORE THAN 60 Days Beyond End Of 30-Day Election Period	0	0	0.00
3. Hearing Requested; AJ Returned Case To Agency For FAD Without AJ Decision (3a + 3b)	1	8	8.00
a. Agency Issued FAD WITHIN 60 Days of Receipt Of AJ Returned Case For FAD Issuance	1	8	8.00
b. Agency Issued FAD MORE THAN 60 Days After Receipt Of AJ Returned Case For FAD Issuance	0	0	0.00
4. Final Agency Decision Issued On A Mixed Case (4a + 4b)	0	0	0.00
a. Agency Issued FAD WITHIN 45 Days After Investigation	0	0	0.00
b. Agency Issued FAD MORE THAN 45 Days After Investigation	0	0	0.00

**AGENCY OR DEPARTMENT: Engineer
Dist, St. Paul**

**REPORTING PERIOD: 10/01/2019
– 09/30/2020**

Part VII – Summary of Complaints Closed by Types of Benefits

	Number	Amount
A. Total complaints closed with benefits	1	
B. Total closures with monetary benefits to complainant	0	\$0.00
1. Back Pay/Front Pay	0	\$0.00
2. Lump Sum Payment	0	\$0.00
3. Compensatory Damages	0	\$0.00
4. Attorney fees and costs	0	\$0.00
5.		
6.		
D. Intentionally Left Blank		
E. Total closures with non-monetary benefits to complainant	1	
F. Types of benefits in non-monetary closures	Number of closures that received monetary benefits as well	Number of closures that received only non-monetary benefits
1. Hires	0	0
a. Retroactive	0	0
b. Non-Retroactive	0	0
2. Promotions	0	0
a. Retroactive	0	0
b. Non-Retroactive	0	0
3. Expungements	0	0
4. Reassignments	0	1
5. Removal Rescinded	0	0
a. Reinstatement	0	0
b. Voluntary Resignation	0	0
6. Accommodations	0	0
7. Training	0	0

8. Apology	0	0
9. Disciplinary Actions	0	0
a. Rescinded	0	0
b. Modified	0	0
10. Performance evaluation modified	0	0
11. Leave Restored	0	0
12. Neutral Reference	0	0
13.		
14.		

**AGENCY OR DEPARTMENT: Engineer
Dist, St. Paul**

**REPORTING PERIOD: 10/01/2019
– 09/30/2020**

Part VIII – Summary of Pending Complaints By Category

	Number Pending	Number of Days	Average Days	Days Pending Oldest Case	Oldest Case EEOC Hearing #
A. Total Complaints Pending (Same as part II line I) (1+1a+2+3+4)	1	497			
1. Complaints Pending Written Notification (Acknowledgement Letter)	0	0	0.00	0	
1a. Complaints Pending Decision to Accept/Dismiss	0	0	0.00	0	
2. Complaints Pending Investigation	0	0	0.00	0	
2a. Complaints Pending 180 Day Investigation Notice	0	0	0.00	0	
3. Complaints In Hearing	0	0	0.00	0	
4. Complaints Pending A Final Agency Action	1	497	497.00	497	

**AGENCY OR DEPARTMENT: Engineer
Dist, St. Paul**

**REPORTING PERIOD: 10/01/2019
– 09/30/2020**

Part IX – Summary Of Investigations Completed

	Total	Total Days	Average
A. Total Investigations Completed During Reporting Period (1 + 3)	2	636	318.00
Agency Investigations			
1. Investigations Completed by Agency Personnel (a + b + c)	2	636	318.00
a. Investigations Completed in 180 Days or Less	0	0	0.00
b. Investigations Completed in 181 - 360 Days	1	211	211.00
1. Timely Completed Investigations	0	0	0.00
2. Untimely Completed Investigations	1	211	211.00
c. Investigations Completed in 361 or More Days	1	425	425.00
2. Agency Investigation Costs	\$0.00		0.00
Contract Investigations			
3. Investigations Completed by Contractors (a + b + c)	0	0	0
a. Investigations Completed in 180 Days or Less	0	0	0.00
b. Investigations Completed in 181 - 360 Days	0	0	0.00
1. Timely Completed Investigations	0	0	0.00
2. Untimely Completed Investigations	0	0	0.00
c. Investigations Completed in 361 or More Days	0	0	0.00
4. Contractor Investigation Costs	\$0.00		0.00

**AGENCY OR DEPARTMENT: Engineer
Dist, St. Paul**

**REPORTING PERIOD: 10/01/2019
– 09/30/2020**

Part X – Summary of ADR Program Activities

Informal Phase (Pre-Complaint)

	Counselings	Individuals	Days	Average Days
A. Intentionally Left Blank				
B. ADR Actions in Completed/Ended Counselings				
1. ADR Offered By Agency	4	4		
2. Rejected By Individual (Counselee)	2	2		
3. Intentionally Left Blank				
4. Total Accepted Into ADR Program	2	2		
C. ADR Resources Used in Completed/Ended Counselings (Total)	2	2		
1. Inhouse	0	0		
2. Another Federal Agency	0	0		
3. Private Organizations, (e.g., Contractors, Bar Associations, Individual Volunteers or College/University Personnel)	0	0		
4. Multiple Resources Used (Please specify in a comment box)	2	2		
5. Federal Executive Board	0	0		
6. Mediator - Shared Neutrals/Other	0	0		
7.				
D. ADR Techniques Used in Completed/Ended Counselings (Totals)	2	2	86	43.00
1. Mediation	2	2	86	43.00
2. Settlement Conferences	0	0	0	0.00
3. Early Neutral Evaluations	0	0	0	0.00
4. Fact Finding	0	0	0	0.00
5. Facilitation	0	0	0	0.00
6. Ombudsman	0	0	0	0.00
7. Peer Review	0	0	0	0.00

	Counselings	Individuals	Days	Average Days
8. Multiple Techniques Used (Please specify in a comment box)	0	0	0	0.00
9.				
10.				
E. Status of Cases				
1. Total Closed	2	2	86	43.00
a. Settlements with Benefits (Monetary & Non-monetary)	2	2	86	43.00
b. No Formal Complaint Filed	0	0	0	0.00
c. Complaint Filed				
i. No Resolution	0	0	0	0.00
ii. No ADR Attempt (aka Part X.E.1.d)	0	0	0	0.00
e. Decision to File Complaint Pending at the End of the Reporting Period	0	0	0	0.00
2. Intentionally Left Blank				

**AGENCY OR DEPARTMENT: Engineer
Dist, St. Paul**

**REPORTING PERIOD: 10/01/2019
– 09/30/2020**

**Part XI – Summary of ADR Program Activities
Formal Phase (Complaint Filed)**

	Complaints	Complainants	Days	Average Days
A. Intentionally Left Blank				
B. ADR Actions in Complaint Closures				
1. ADR Offered By Agency	0	0		
2. Rejected By Complainant	0	0		
3. Intentionally Left Blank				
4. Total Accepted Into ADR Program	0	0		
C. ADR Resources Used in Complaint Closures (Totals)	0	0		
1. Inhouse	0	0		
2. Another Federal Agency	0	0		
3. Private Organizations, (e.g., Contractors, Bar Associations, Individual Volunteers or College/University Personnel)	0	0		
4. Multiple Resources Used (Please specify in a comment box)	0	0		
5. Federal Executive Board	0	0		
6. Mediator - Shared Neutrals/Other	0	0		
7.				
D. ADR Techniques Used in Complaint Closures (Totals)	0	0	0	0.00
1. Mediation	0	0	0	0.00
2. Settlement Conferences	0	0	0	0.00
3. Early Neutral Evaluations	0	0	0	0.00
4. Fact Finding	0	0	0	0.00
5. Facilitation	0	0	0	0.00
6. Ombudsman	0	0	0	0.00
7. Mini Trials	0	0	0	0.00
8. Peer Review	0	0	0	0.00

9. Multiple Techniques Used (Please specify in a comment box)	0	0	0	0.00
10.				
11.				
E. Status of Cases in Complaint Closures				
1. Total Closed	0	0	0	0.00
a. Settlements with Benefits (Monetary & Non-monetary)	0	0	0	0.00
b. Withdrawal from EEO Process	0	0	0	0.00
c. No Resolution	0	0	0	0.00
d. No ADR Attempt	0	0	0	0.00
2. Intentionally Left Blank				
	Complaints	Complainants	Amount	
F. Benefits Received				
1. Monetary (Insert Totals)	0	0	\$0.00	
a. Compensatory Damages	0	0	\$0.00	
b. Backpay/Frontpay	0	0	\$0.00	
c. Lump Sum	0	0	\$0.00	
d. Attorney Fees and Costs	0	0	\$0.00	
f.				
2. Non-Monetary (Insert Totals)	0	0		
a. Hires	0	0		
i. Retroactive	0	0		
ii. Non-Retroactive	0	0		
b. Promotions	0	0		
i. Retroactive	0	0		
ii. Non-Retroactive	0	0		
c. Expungements	0	0		
d. Reassignments	0	0		
e. Removals Rescinded	0	0		
i. Reinstatement	0	0		
ii. Voluntary Resignation	0	0		
f. Accommodations	0	0		

g. Training	0	0		
h. Apology	0	0		
i. Disciplinary Actions	0	0		
i. Rescinded	0	0		
ii. Modified	0	0		
j. Performance Evaluation Modified	0	0		
k. Leave Restored	0	0		
l. Neutral Reference	0	0		
m.				
n.				

**AGENCY OR DEPARTMENT: Engineer
Dist, St. Paul**

**REPORTING PERIOD: 10/01/2019
– 09/30/2020**

Part XII – Summary of EEO ADR Program Activities

EEO ADR Resources		Number	Trained
A. No Longer Collected			
B. Employees that can participate in EEO ADR		676	
C. Resources that manage EEO ADR program (does not include neutrals as reported in parts X & XI)		2	
1. In-House Full Time (40 Hours EEO ADR Only)		0	
2. In-House Part Time (32 Hours EEO ADR Only)		0	
3. In-House Collateral Duty (Others/Non-Contract)		2	
4. Contract (Another Federal Agency/Private Organizations)		0	
	Amount		
D. EEO ADR Funding Spent	\$0.00		
E. EEO ADR Contact Information			
1. Name of EEO ADR Program Director / Manager	Courtney A. Emmerich		
2. Title	Equal Employment Manager		
3. Telephone Number	651-290-5382		
4. Email	Courtney.A.Emmerich@usace.army.mil		
	YES	NO	
F. EEO ADR Program Information			

	YES	NO
1. Does the agency require the alleged responsible management official to participate in EEO ADR?	X	
1a. If so, is there a written policy requiring the participation?	X	
2. Does the alleged responsible management official have a role in deciding if the case is appropriate for EEO ADR?		X

Certification and Contact Information

<p>I certify that the EEO complaint data contained in this report, EEOC Form 462, Annual Federal Equal Opportunity Statistical Report of Discrimination Complaints, for the reporting period October 1, 2019 through September 30, 2020, is accurate and complete.</p>
<p>Name and Title of Certifying Official: Colonel Karl D. Jansen</p>
<p>Signature of Certifying Official:</p>
<p>Date and Telephone Number: 12/04/2020 (651) 290-5300</p>
<p>Email: Courtney.A.Emmerich@usace.army.mil</p>
<p>Name and Title of Preparer: Courtney A. Emmerich Courtney.A.Emmerich@usace.army.mil</p>

Date and Telephone Number:

Email:

The FY 2020 report (with the PIN entered) is due on or before October 31.


[Content Body](#) [Navigation Links](#)

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Fri Dec 04 14:57:46 UTC 2020

DATA INTEGRITY ANALYSIS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

Total Elapsed Time: 00:00:23

AGENCY OR DEPARTMENT: Engineer Dist, St. Paul		REPORTING PERIOD: 10/01/2019 – 09/30/2020	
#	Description	Count	Pass/Fail
1	Cases Reported in the FY with a Complainant and NO SSN	<u>0</u>	✓ Pass
2	Cases Reported in the FY with Multiple Complainants	<u>0</u>	✓ Pass
3	Completed FY Investigations with NO Investigator Contact	<u>0</u>	✓ Pass
4	Cases Reported in the FY without a Complainant	<u>0</u>	✓ Pass
5	Non-Remanded Formal FAD Closed Cases with AJ Decision but no AJ Decision Fully-Not Fully Implemented	<u>0</u>	✓ Pass
6	Non-Remanded Formal FAD Closed Cases with AJ Fully-Not Fully Implemented but no AJ Decision	<u>0</u>	✓ Pass
7	Non-Remanded Formal ADR Accepted but no ADR Offered	<u>0</u>	✓ Pass
8	Formal ADR Conducted with No Formal Mediator Contact	<u>0</u>	✓ Pass
9	Informal ADR Conducted with No Informal Mediator Contact	<u>0</u>	✓ Pass
10	Non-Remanded Formal FAD Closed Cases with Accepted Claims but no FAD Discrimination	<u>0</u>	✓ Pass
11	Non-Remanded Formal FAD Closed Cases with AJ Decision and Accepted Claims and AJ Discrimination but no FAD Discrimination	<u>0</u>	✓ Pass
12	Non-Remanded Formal FAD Closed Cases with AJ Decision and Accepted Claims and FAD Discrimination but no AJ Discrimination	<u>0</u>	✓ Pass
13	Non-Remanded Formal FAD Closed Cases with AJ Decision and Accepted Claims but no FAD or AJ Discrimination	<u>0</u>	✓ Pass
14	Open Cases with Appeal Event After Remand	<u>0</u>	✓ Pass
15	Cases with Informal Closure later than Formal Filed Date	<u>0</u>	✓ Pass
16	Cases Formal Filed without Written Notification	<u>0</u>	✓ Pass


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Session will expire in 30 minutes

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Fri Oct 23 18:10:36 UTC 2020

DATA INTEGRITY ANALYSIS

(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

Total Elapsed Time: 00:00:17

AGENCY OR DEPARTMENT: Engineer Dist, St. Paul		REPORTING PERIOD: 10/01/2019 – 09/30/2020	
#	Description	Count	Pass/Fail
1	Cases Reported in the FY with a Complainant and NO SSN	<u>0</u>	✓ Pass
2	Cases Reported in the FY with Multiple Complainants	<u>0</u>	✓ Pass
3	Completed FY Investigations with NO Investigator Contact	<u>0</u>	✓ Pass
4	Cases Reported in the FY without a Complainant	<u>0</u>	✓ Pass
5	Non-Remanded Formal FAD Closed Cases with AJ Decision but no AJ Decision Fully-Not Fully Implemented	<u>0</u>	✓ Pass
6	Non-Remanded Formal FAD Closed Cases with AJ Fully-Not Fully Implemented but no AJ Decision	<u>0</u>	✓ Pass
7	Non-Remanded Formal ADR Accepted but no ADR Offered	<u>0</u>	✓ Pass
8	Formal ADR Conducted with No Formal Mediator Contact	<u>0</u>	✓ Pass
9	Informal ADR Conducted with No Informal Mediator Contact	<u>0</u>	✓ Pass
10	Non-Remanded Formal FAD Closed Cases with Accepted Claims but no FAD Discrimination	<u>0</u>	✓ Pass
11	Non-Remanded Formal FAD Closed Cases with AJ Decision and Accepted Claims and AJ Discrimination but no FAD Discrimination	<u>0</u>	✓ Pass
12	Non-Remanded Formal FAD Closed Cases with AJ Decision and Accepted Claims and FAD Discrimination but no AJ Discrimination	<u>0</u>	✓ Pass
13	Non-Remanded Formal FAD Closed Cases with AJ Decision and Accepted Claims but no FAD or AJ Discrimination	<u>0</u>	✓ Pass
14	Open Cases with Appeal Event After Remand	<u>0</u>	✓ Pass
15	Cases with Informal Closure later than Formal Filed Date	<u>0</u>	✓ Pass
16	Cases Formal Filed without Written Notification	<u>0</u>	✓ Pass

From: [Emmerich, Courtney A MVP](#)
To: [Gray, Vidal B CIV USARMY CEHQ \(USA\)](#)
CC: [Santos-Jensen, Guadalupe \(Lupe\) CIV USARMY CEMVP \(USA\)](#)
Subject: RE: Fiscal Year (FY) 20 EEOC Form 462 Report (UNCLASSIFIED)
Date: Friday, October 23, 2020 3:03:00 PM
Attachments: [MVP EEOC 462 Excel Tool 2019v3 DIR Parts 3 and 12.xlsm](#)
[MVP 462 REPORT as of 10.23.2020.xlsx](#)
[MVP 462 Data Integrity Analysis Report PASS 10.23.2020.pdf](#)

CLASSIFICATION: UNCLASSIFIED

Hi Vidal,

Please see the attached. I did my best to complete sections III and XII; let me know if any corrections are needed. I have created a partnership with the MN FEB Shared Neutrals Program and they provide free mediation services. Let me know if any corrections are needed for part III (I wasn't sure what to put for training, I have both of my counseling and investigator certifications, but I don't perform those functions here so placed myself at Experienced new staff with over 8 hours).

I have also attached the 462 Data Integrity Analysis (all passes) and the 462 report from iComplaints.

Have a great weekend,

Courtney

Thank you,

Courtney A. Emmerich
Equal Employment Opportunity Manager
Equal Employment Opportunity Office
USACE: St. Paul District
180 5th Street E. Suite 700
St. Paul, MN 55101-1678
Office: 651-290-5382
Cell: 651-315-4317
Email: Courtney.A.Emmerich@usace.army.mil
Pronouns I use: she/her/hers

-----Original Message-----

From: Gray, Vidal B CIV USARMY CEHQ (USA)
Sent: Tuesday, October 20, 2020 9:53 AM
To: Ancar, Jody C CIV USARMY CEMVN (USA) <Jody.C.Ancar@usace.army.mil>; Arshad, Monica M CIV USARMY CEMVR (USA) <Monica.M.Arshad@usace.army.mil>; Davis, Keisha S CIV USARMY CEMVK (USA) <Keisha.S.Davis2@usace.army.mil>; Deahl, Rachal K CIV USARMY CEMVR (US) <Rachal.K.Deahl@usace.army.mil>; Emmerich, Courtney A MVP <Courtney.A.Emmerich@usace.army.mil>; Gates, Tandika CIV USARMY CEMVS (USA) <Tandika.Gates@usace.army.mil>; Santos-Jensen, Guadalupe (Lupe) CIV USARMY CEMVP (USA) <lupe.santos-jensen@usace.army.mil>; Saulny, Joyce P CIV USARMY CEMVN (USA) <Joyce.P.Saulny@usace.army.mil>; Walker, Kibwa D CIV USARMY CEMVN (USA) <Kibwa.D.Walker@usace.army.mil>; Wright, Donnell D CIV USARMY CEMVM (USA) <Donnell.D.Wright@usace.army.mil>; Youngblood, Beverly C CIV USARMY CEMVS (USA) <Beverly.C.Youngblood@usace.army.mil>; Buchanan, Jill R CIV USARMY CESWL (USA) <Jill.R.Buchanan@usace.army.mil>; Caballero, Rose M CIV USARMY CESWG (USA) <Rose.M.Caballero@usace.army.mil>; Matkowsky, Steven A CIV (USA)

<Steven.A.Matkowsky@usace.army.mil>; Stanton, Natasha D CIV USARMY CESWF (USA)
<Natasha.D.Stanton@usace.army.mil>; Tacker, Hayley C CIV USARMY CESWL (USA)
<Hayley.C.Tacker@usace.army.mil>; Watson, Neldia S CIV USARMY CESWF (US)
<Neldia.S.Watson@usace.army.mil>
Subject: FW: Fiscal Year (FY) 20 EEOC Form 462 Report
Importance: High

Morning Team,

Sorry for the short suspense. Please complete part III and XII and return NLT COB on 22 October 2020.

Vidal

Mr. Vidal B. Gray

U.S. Army Corps of Engineers

Office of Diversity and Leadership (CEDL), EEO Manager

1100 Commerce Street

Dallas, TX 75242

(469)487-7014 (Off)

(469)236-0452 (Cell)

Vidal.b.gray@usace.army.mil <<mailto:Vidal.b.gray@usace.army.mil>>

Vidal.b.gray.civ@mail.mil <<mailto:Vidal.b.gray.civ@mail.mil>>

CLASSIFICATION: UNCLASSIFIED

ST. PAUL DISTRICT ORGANIZATIONAL CHART

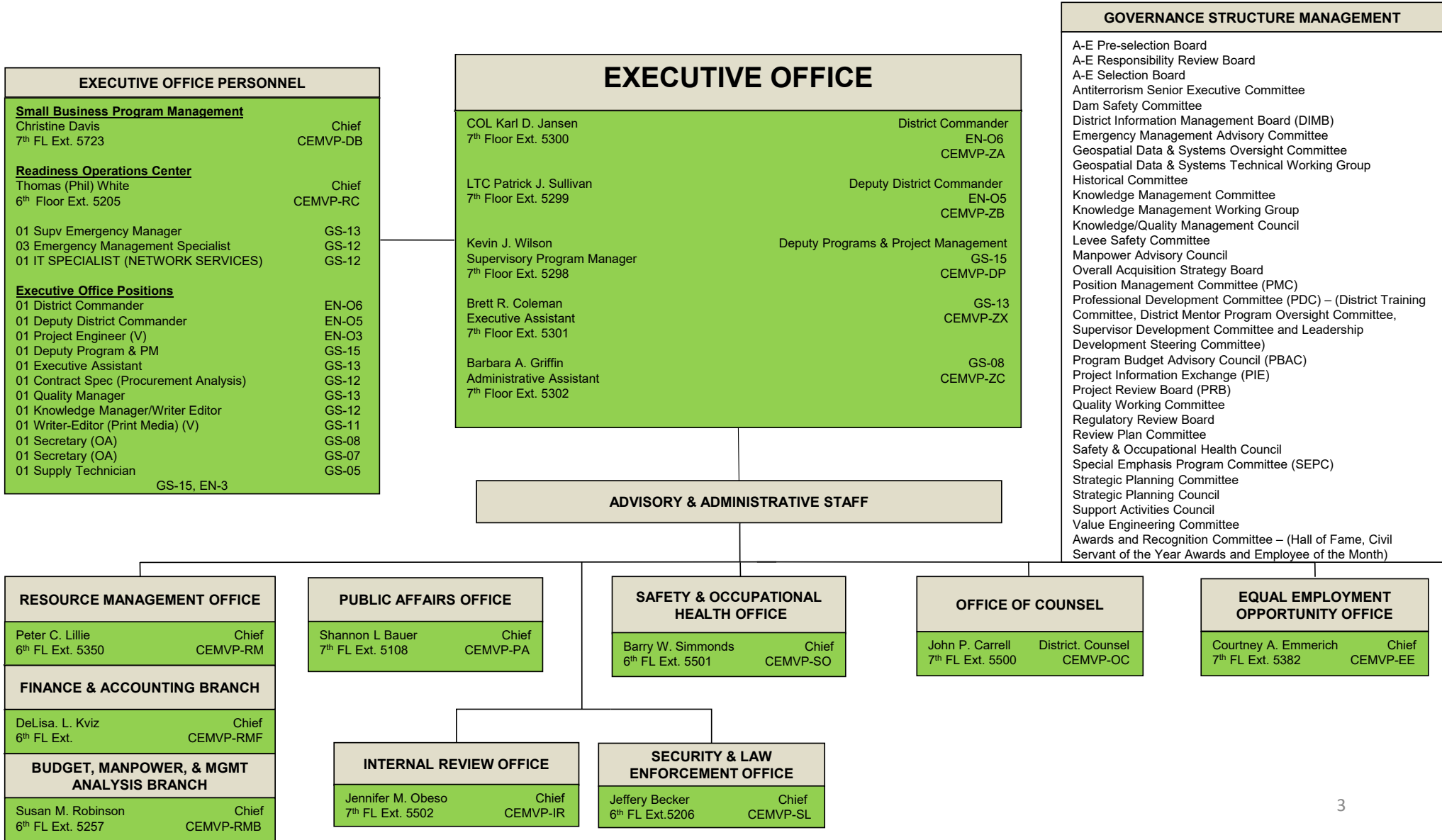
COL KARL D. JANSEN
COMMANDER

2020

As of 20 July 2020

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CEMVP-OP	Operations Division.....	4, 13-18
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EXECUTIVE OFFICE

TECHNICAL STAFF

ENGINEERING & CONSTRUCTION DIVISION

Michael J. Bart	Chief
7 th FL Ext. 5303	CEMVP-EC
Vacant	Deputy Chief
7 th FL Ext. 5623	CEMVP-EC

DESIGN BRANCH

Tom B. Sully	Chief
7 th FL Ext. 5842	CEMVP-ECD

HYDRAULICS & HYDROLOGY BRANCH

Mike. R. Knoff	Chief
7 th FL Ext.5600	CEMVP-ECH

GEOTECHNICAL & GEOLOGY BRANCH

Christopher W. Behling	Chief
7 th FL Ext.5572	CEMVP-ECG

CONSTRUCTION BRANCH

Christian O. Bowen	Chief
7 th FL Ext. 5759	CEMVP-ECC

EASTERN AREA OFFICE

Thomas R. Johnson	Chief
Winona, MN	CEMVP-ECC-E

WESTERN AREA OFFICE

Virginia M. Regorrah	Chief
Fargo, ND	CEMVP-ECC-W

PROGRAMS & PROJECT MANAGEMENT DIVISION

Kevin J. Wilson	Chief
7 th FL Ext. 5298	CEMVP-DPM

Chris R. Erickson	Deputy Chief
7 th FL Ext. 5437	CEMVP-PM

PROJECT MANAGEMENT BRANCH A

Terryl L. Williams	Chief
7 th FL Ext. 5517	CEMVP-PMA

PROJECT MANAGEMENT BRANCH B

Nathan H. Wallerstedt	Chief
7 th FL Ext. 5477	CEMVP-PMB

PROGRAMS MANAGEMENT BRANCH

Amy B. Rothstein	Chief
7 th FL Ext. 5459	CEMVP-PMP

CONTRACTING DIVISION NCO

Kevin P. Henricks	Chief
7 th FL Ext. 5414	CEMVP-CT

CONSTRUCTION/A-E BRANCH

Toni W. Wasgatt	Chief
7 th FL Ext. 5409	CEMVP-CTC

SERVICES/SUPPLIES BRANCH

Kenneth J. Eshom	Chief
7 th FL Ext.	CEMVP-CTS

Real Estate

Kevin J. Sommerland	Chief
6 th FL Ext. 5253	CEMVP-RE

Management and Disposal Office

Jeffery K. Grow	Chief
6 th FL Ext. 5359	CEMVP-REM

Acquisition Office

Susan P. Caldwell	Chief
6 th FL Ext. 5282	CEMVP-REA

OPERATIONS DIVISION

Tamara E. Cameron	Chief
6 th FL Ext. 5197	CEMVP-OP

Vacant	Deputy Chief
6 th FL Ext. 5197	CEMVP-OP

MISSISSIPPI RIVER NAVIGATION PROJ OFC

Bryan Peterson	Chief, Facilities Mgr
Fountain City	CEMVP-OPM-C
(651) 290-5986	

RECREATION & NATURAL RESOURCES PROJECT OFFICE

Randall R. Urlich	Operations Mgr
Fargo, ND	CEMVP-OPN
(651) 290-5894	

REGULATORY BRANCH

Chad Konickson	Chief
6 th FL Ext. 5364	CEMVP-OPR

PLANNING & ENVIRONMENTAL DIVISION NORTH

Terry J. Birkenstock	Chief
6 th Floor Ext. 5264	RPEDN- PD

Jon Sobiech	Deputy Chief
6 th Floor Ext 5428	RPEDN-PD

PLAN FORMULATION BRANCH

Camie A. Knollenberg	Chief
Rock Island	RPEDN-PDF
309-794-5487	

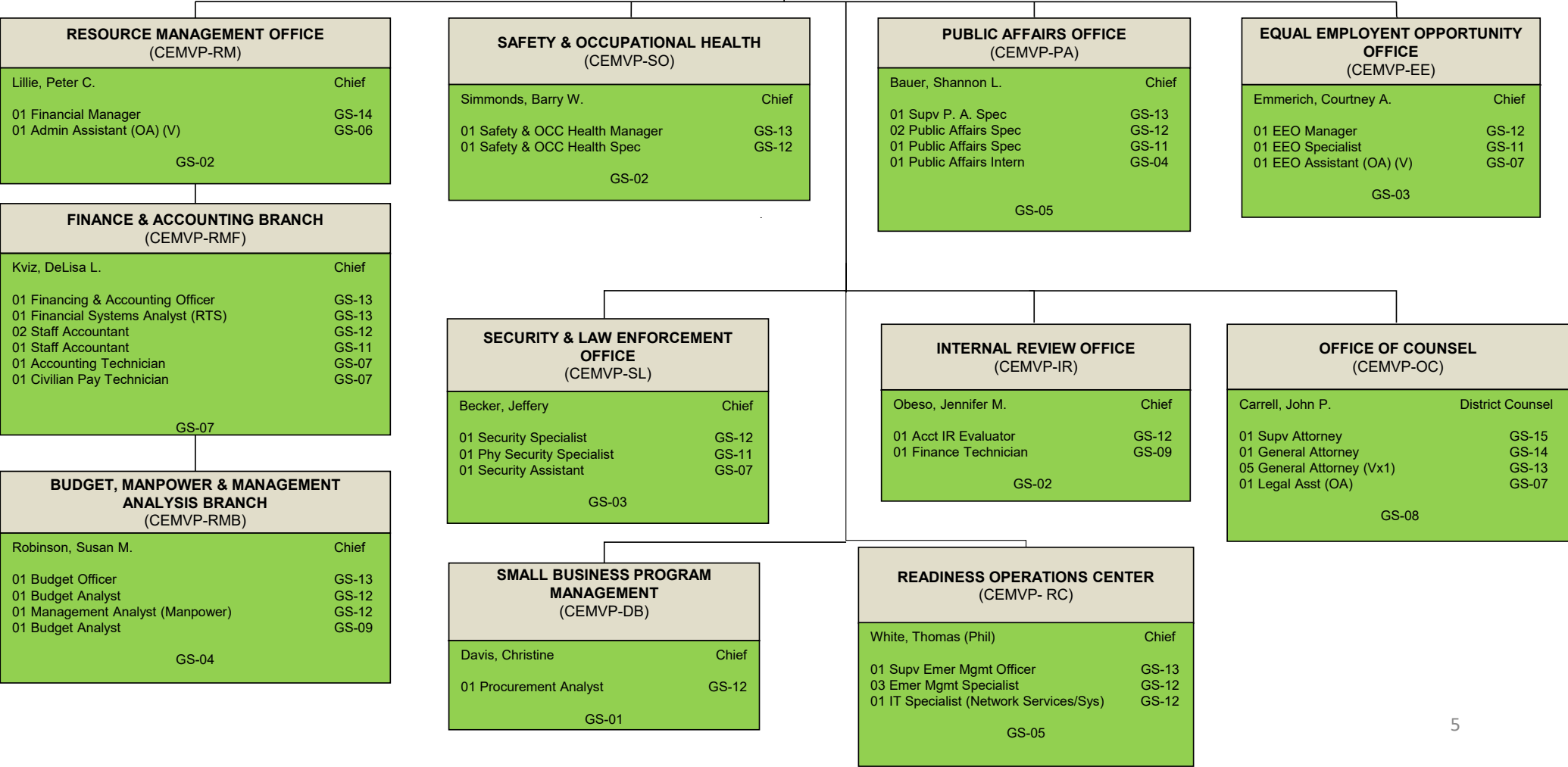
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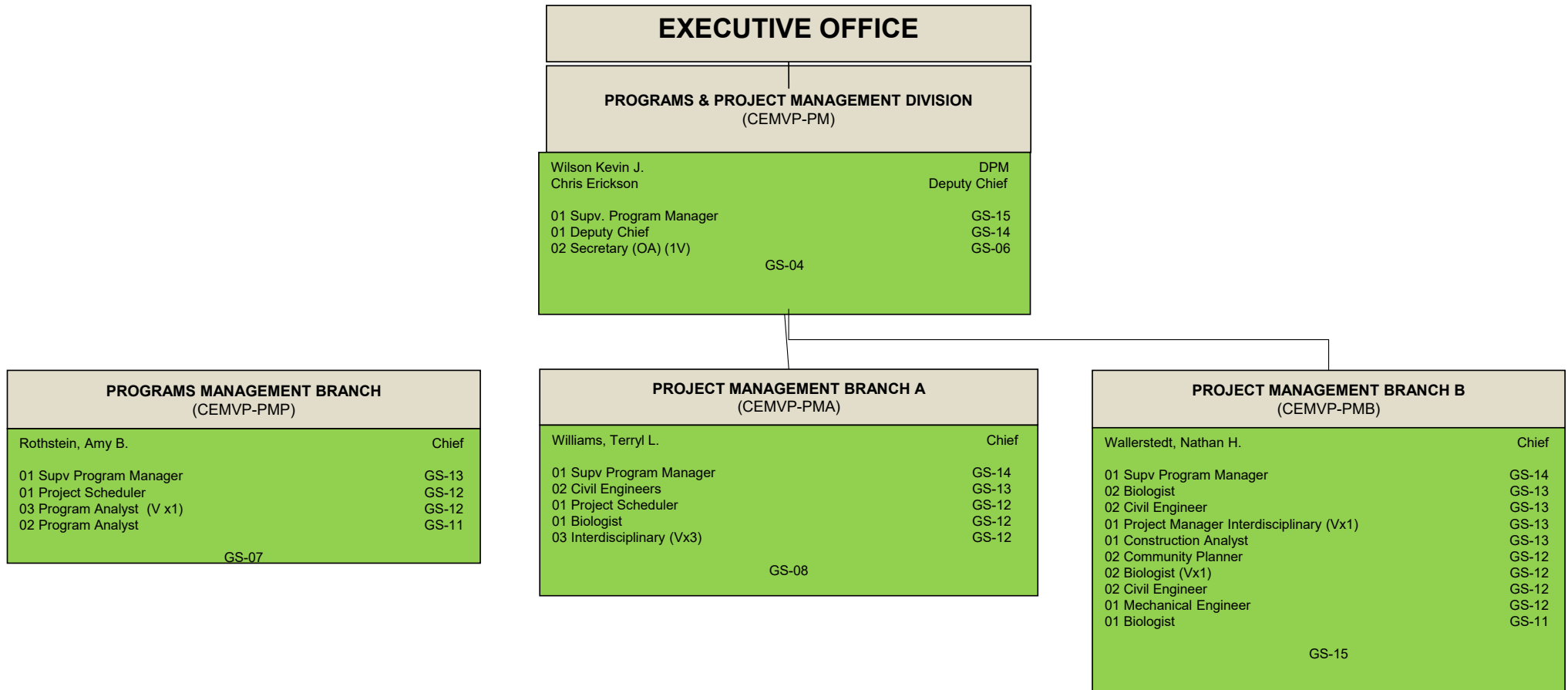
Brian L. Johnson	Chief
St. Louis	RPEDN-PDC
314-331-8146	

ENVIRONMENTAL PLANNING BRANCH

Jodi Creswell	Chief
Rock Island	RPEDN-PDP
309-794-5448	

EXECUTIVE OFFICE





EXECUTIVE OFFICE

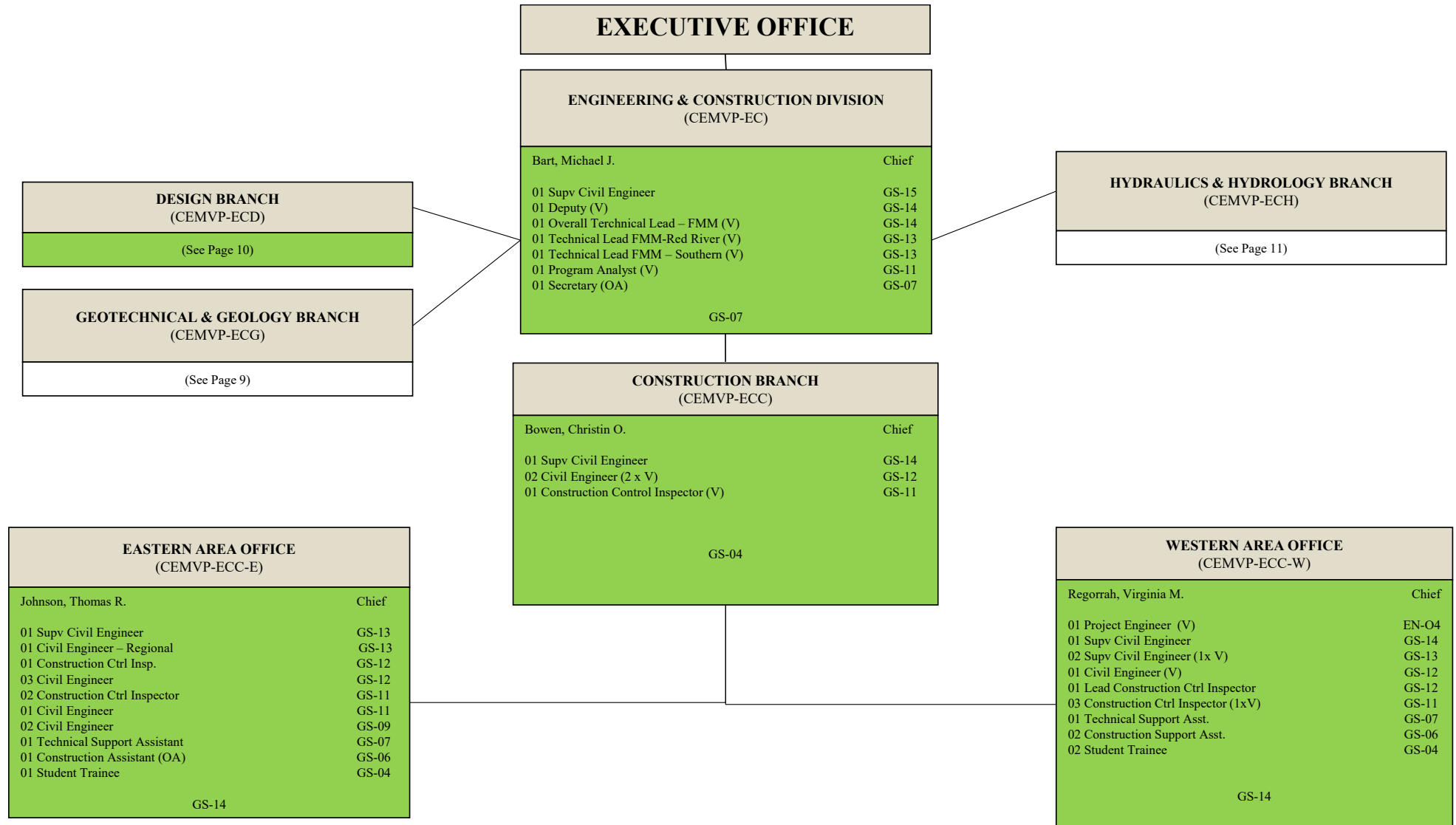
REGIONAL PLANNING & ENVIRONMENT DIVISION NORTH (CEMVP-PD)		
Birkenstock, Terry J. (St. Paul)	Chief	
Sobiech, Jon (St. Paul)	Deputy Chief	
01 Supv Community Planner		GS-15
01 Supv Physical Scientist		GS-14
01 Secretary (OA)		GS-07
	GS-03	

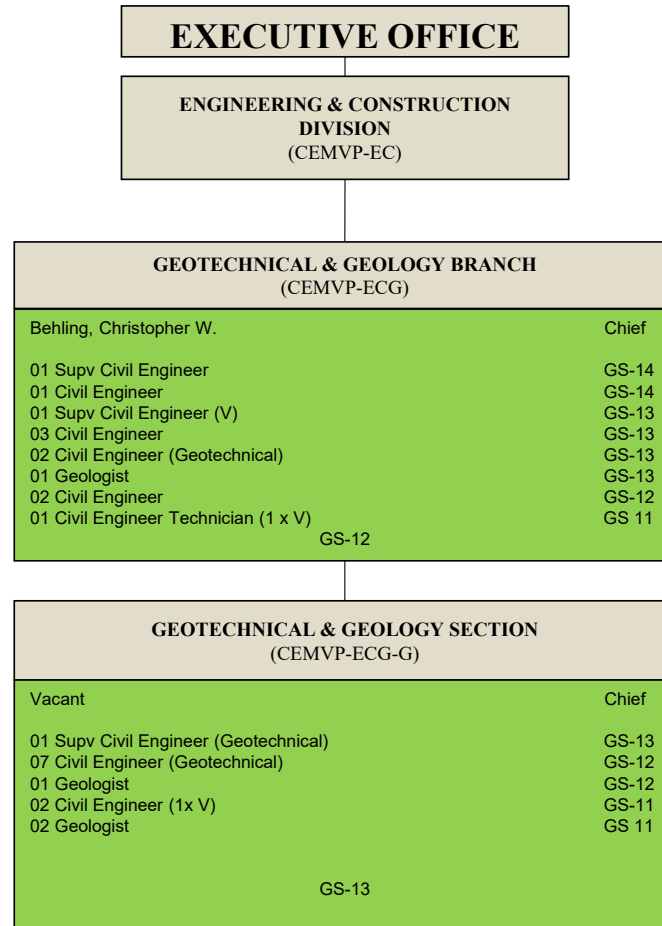
GIS TEAM (CEMVP-PDG)	
LeClaire, Keith R (St. Paul)	Chief
01 Supv Cartographer	GS-13
02 Cartographer (V x1)	GS-12
01 Geographer	GS-12
01 Cartographer (V)	GS-11
01 Geographer	GS-11
	GS-06

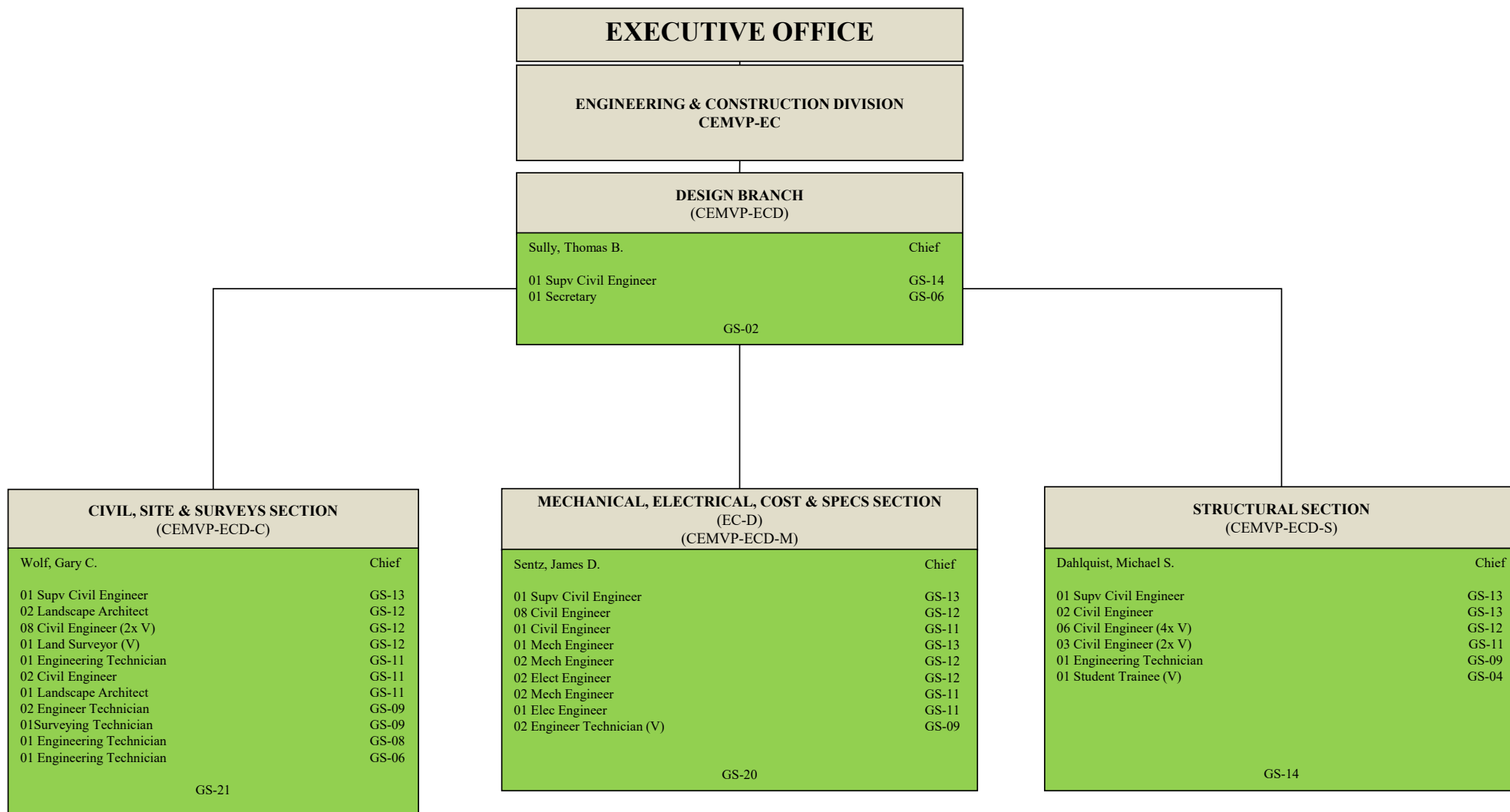
PLAN FORMULATION & ECONOMICS BRANCH (CEMVP-PDF)	
Knollenberg, Camie A. (Rock Island)	Branch Chief
01 Supv Geologist	GS-14
Evans, Craig O.	Section Chief- St. Paul
01 Supv Civil Engineer	GS-13
03 Community Planner	GS-12
01 Biologist	GS-12
02 Administrative Assistant (OA) (V)	GS-06
Plumley, Marshall B.	Section Chief- Rock Island
01 Supv Community Planner	GS-13
01 Biologist	GS-13
01 Geologist (V)	GS-13
02 Community Planner (1x V)	GS-12
01 Biologist	GS-12
01 Civil Engineer (V)	GS-12
01 Community Planner	GS-11
01 Archeologist	GS-11
01 Civil Engineer (V)	GS-11
Savage, Monique E.	Section Chief- St. Louis
01 Supv Geographer	GS-13
01 Civil Engineer	GS-13
01 Social Science	GS-09
	GS-21

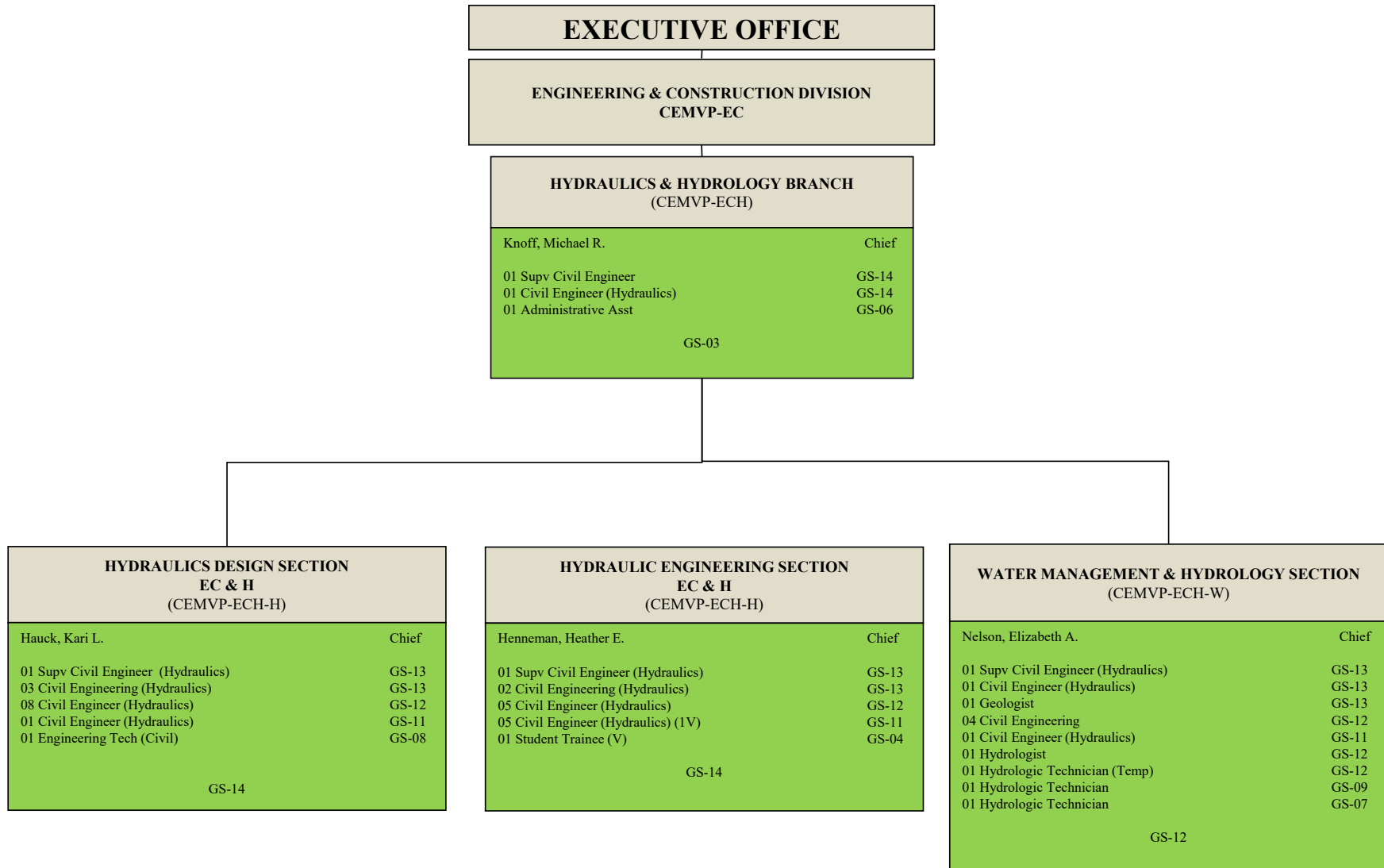
ENVIRONMENTAL PLANNING BRANCH (CEMVP-PDP)	
Creswell, Jodi K. (Rock Island)	Branch Chief
01 Supv Archeologist (V)	GS-14
Stefanik, Elliott L.	Section Chief- St. Paul
01 Supv Biologist	GS-13
01 Archeologist	GS-12
01 Forester	GS-12
01 Fish Biologist	GS-12
01 Biologist	GS-12
01 Ecologist	GS-11
Cornish, Mark A	Section Chief- Rock Island
01 Supv Biologist	GS-13
01 Biologist (RTS)	GS-13
01 Archeologist	GS-12
01 Biologist	GS-11
01 Biologist (V)	GS-09
McCain, Kathryn	Section Chief- St. Louis
01 Supv Biologist	GS-13
01 Fishery Biologist	GS-12
01 Wildlife Biologist	GS-11
	GS-15

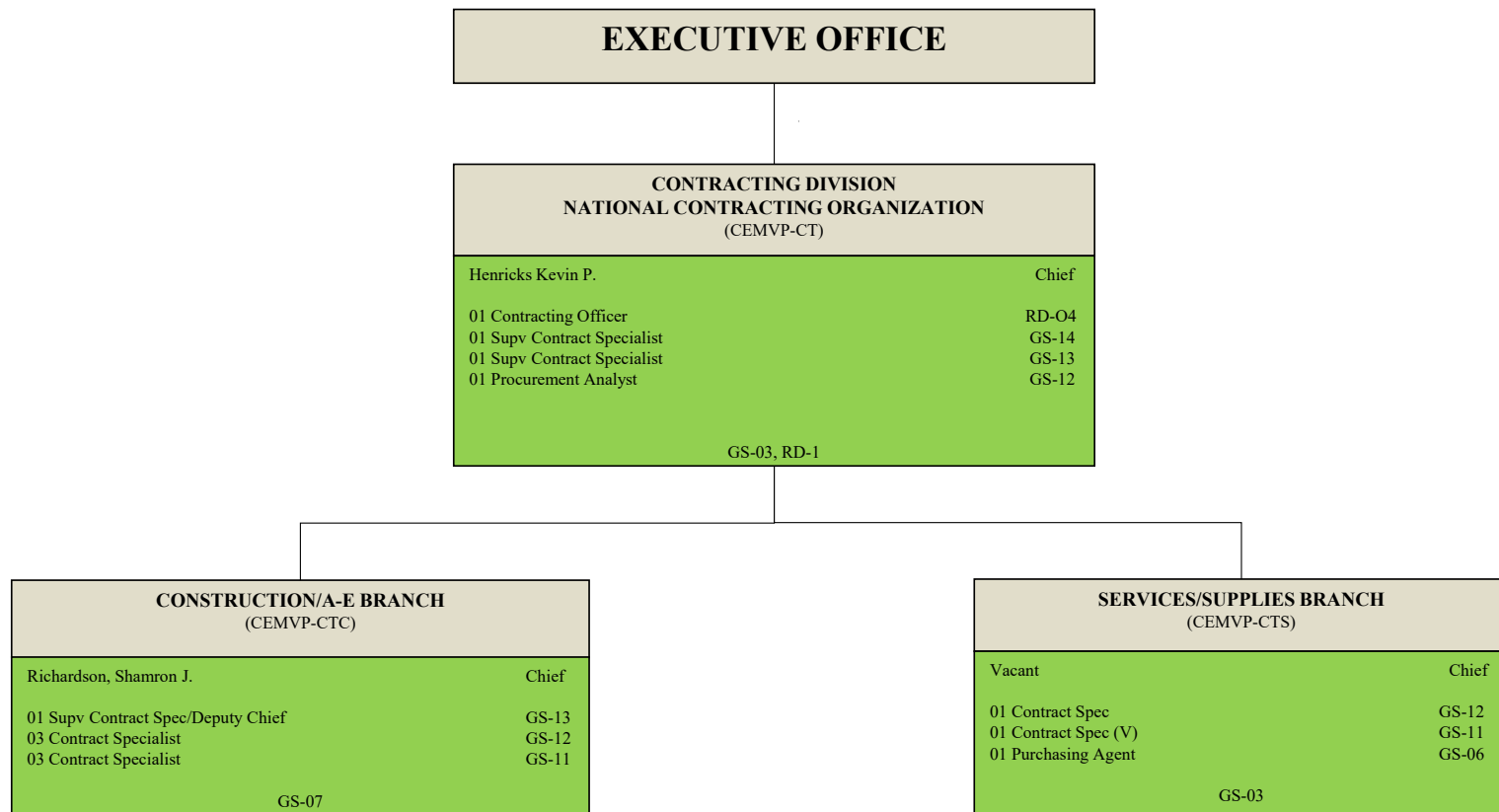
ENVIRONMENTAL COMPLIANCE BRANCH (CEMVP-PDC)	
Johnson, Brian L. (St. Louis)	Branch Chief
01 Supv Biologist	GS-14
Clark Steve J.	Section Chief-St. Paul
01 Supv Fish Biologist	GS-13
02 Fishery Biologist	GS-12
01 Archeologist	GS-12
01 Biologist	GS-12
01 Archeologist	GS-11
01 Biologist (V)	GS-09
Ross, James S.	Section Chief-Rock Island
01 Supv Archeologist	GS-13
01 Biologist	GS-13
01 Biologist	GS-12
01 Community Planner	GS-12
01 Archeologist	GS-11
01 Biologist	GS-09
Allen, Teri	Section Chief-St. Louis
01 Supv Ecologist	GS-13
01 Fishery Biologist	GS-12
01 Biologist (V)	GS-12
01 Biologist	GS-11
01 Ecologist (V)	GS-09
	GS-19

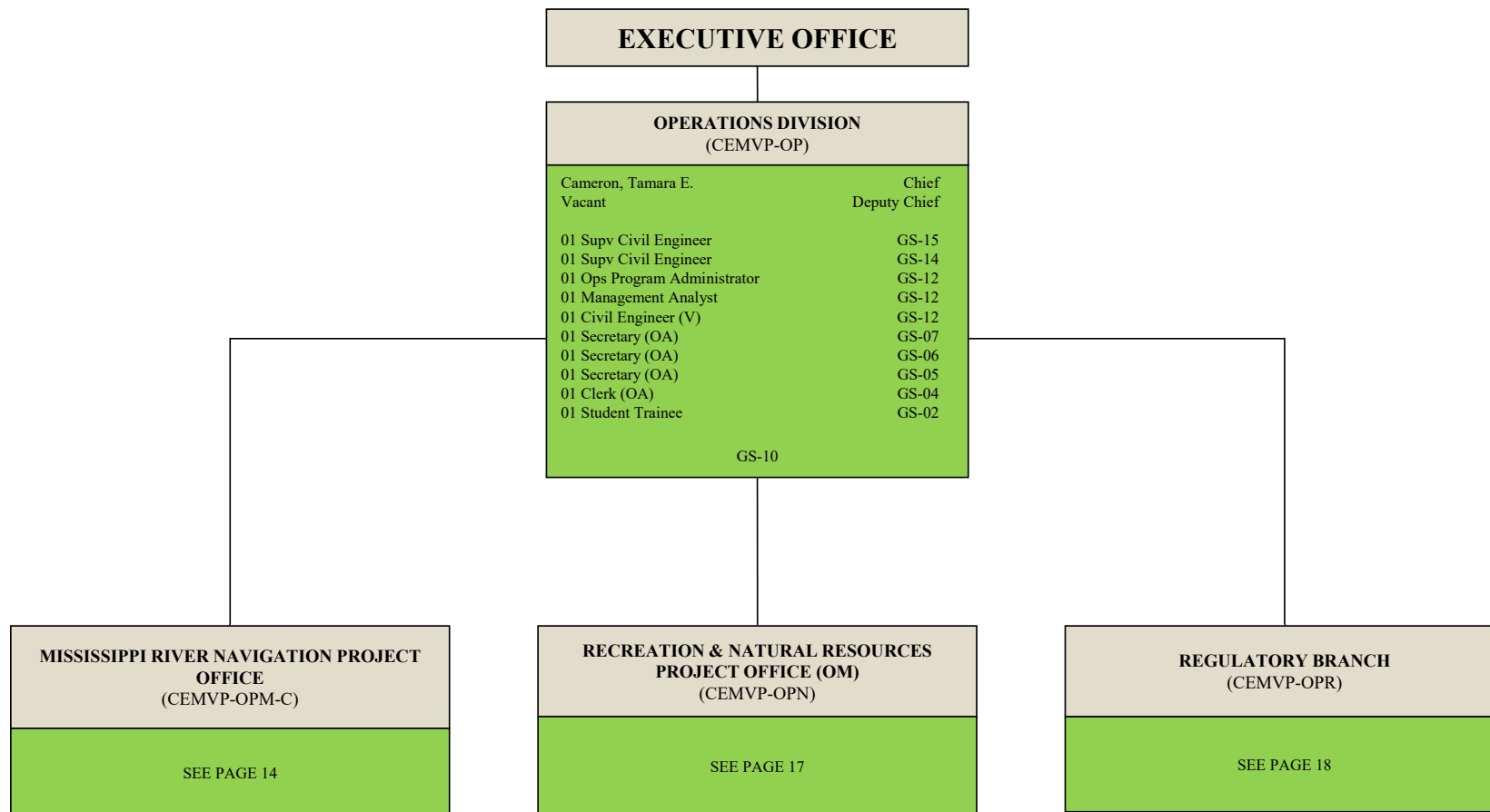


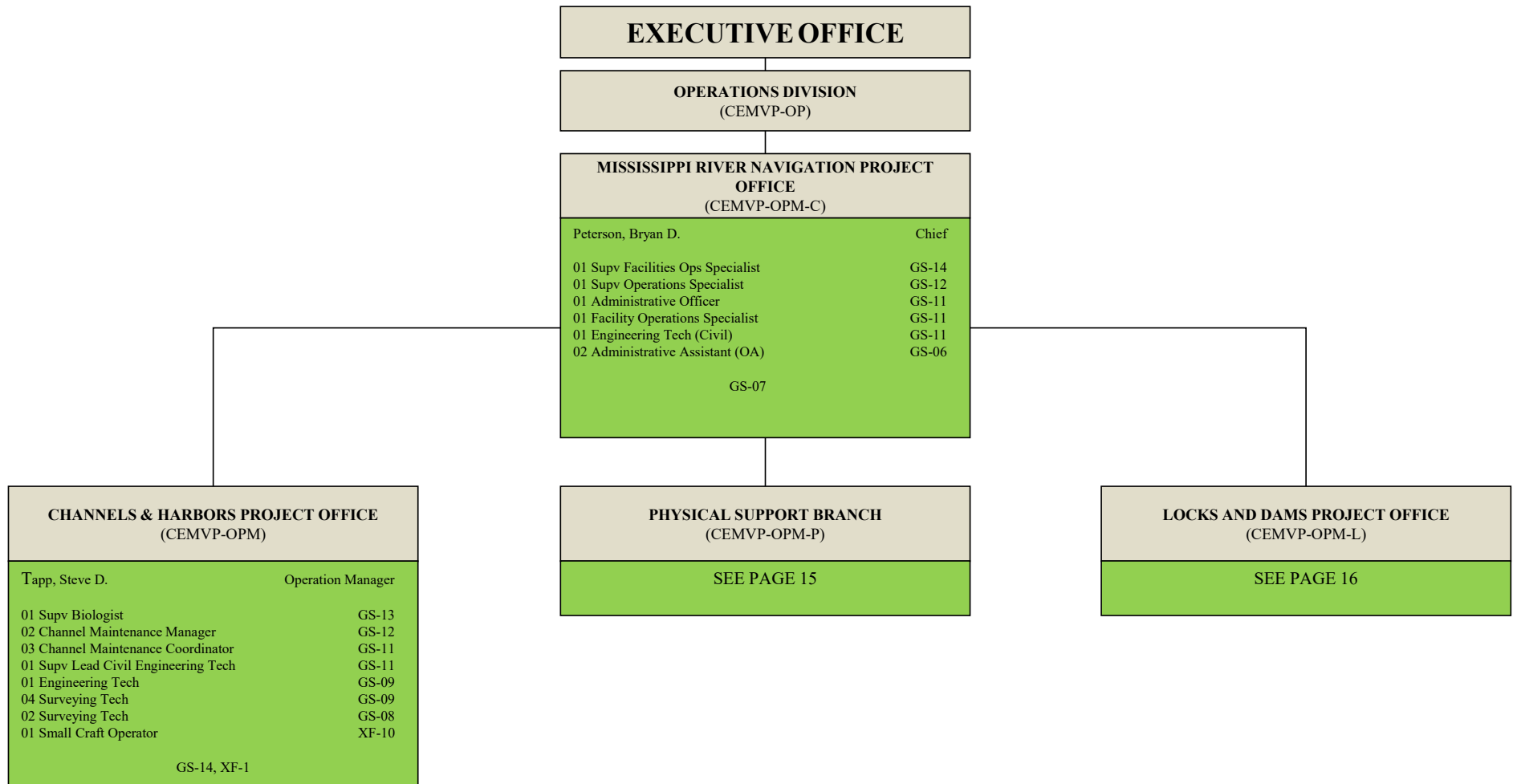


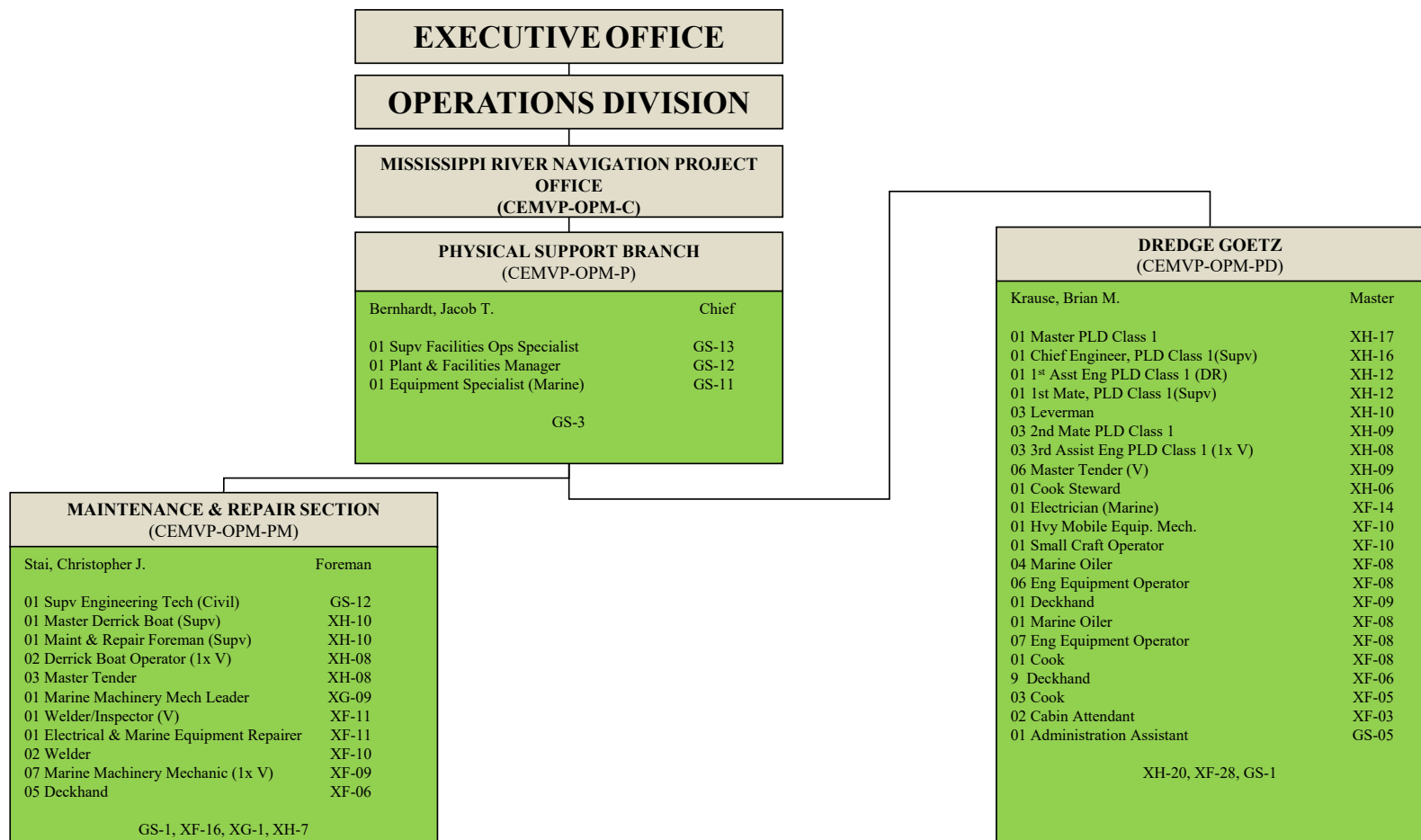




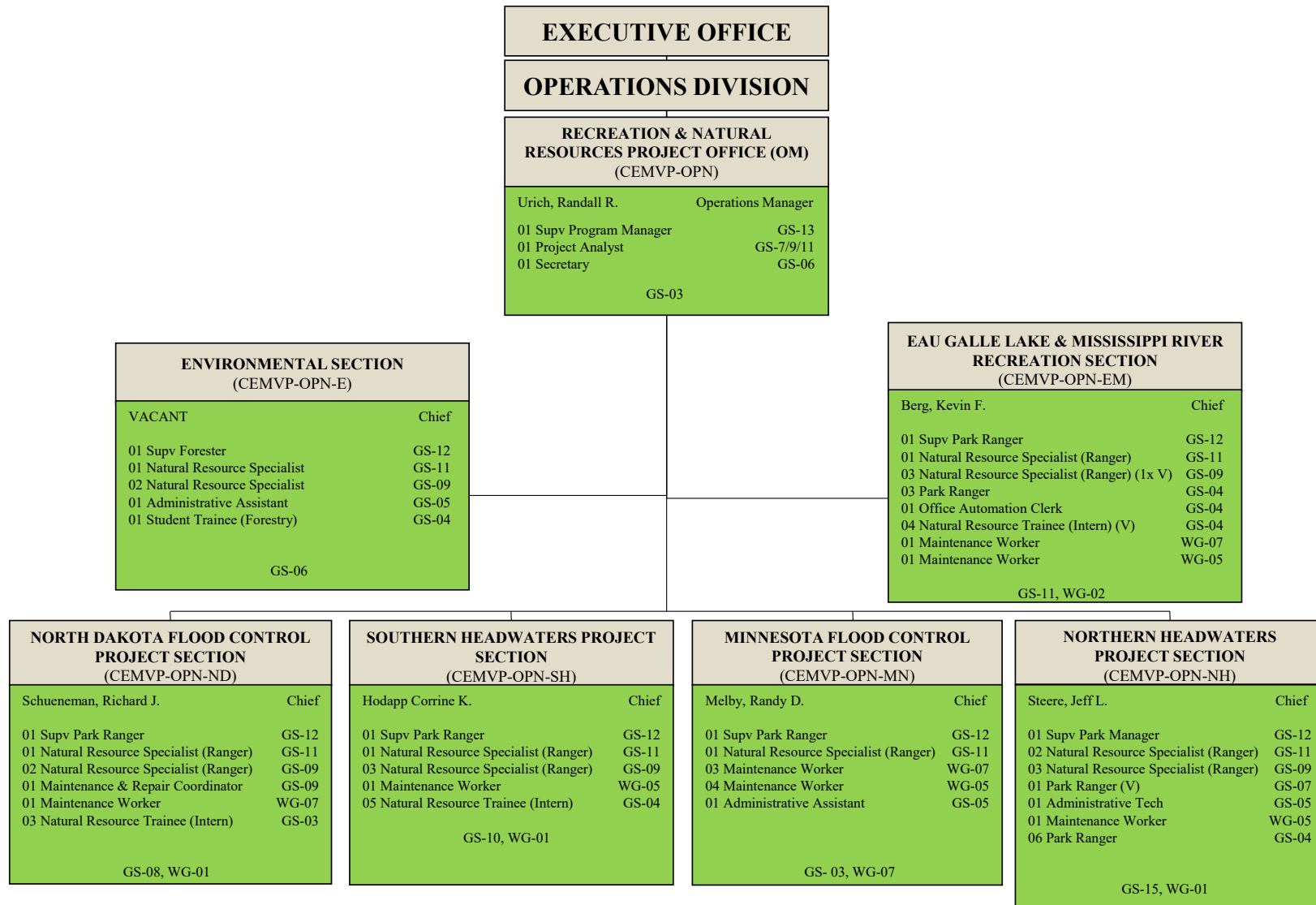


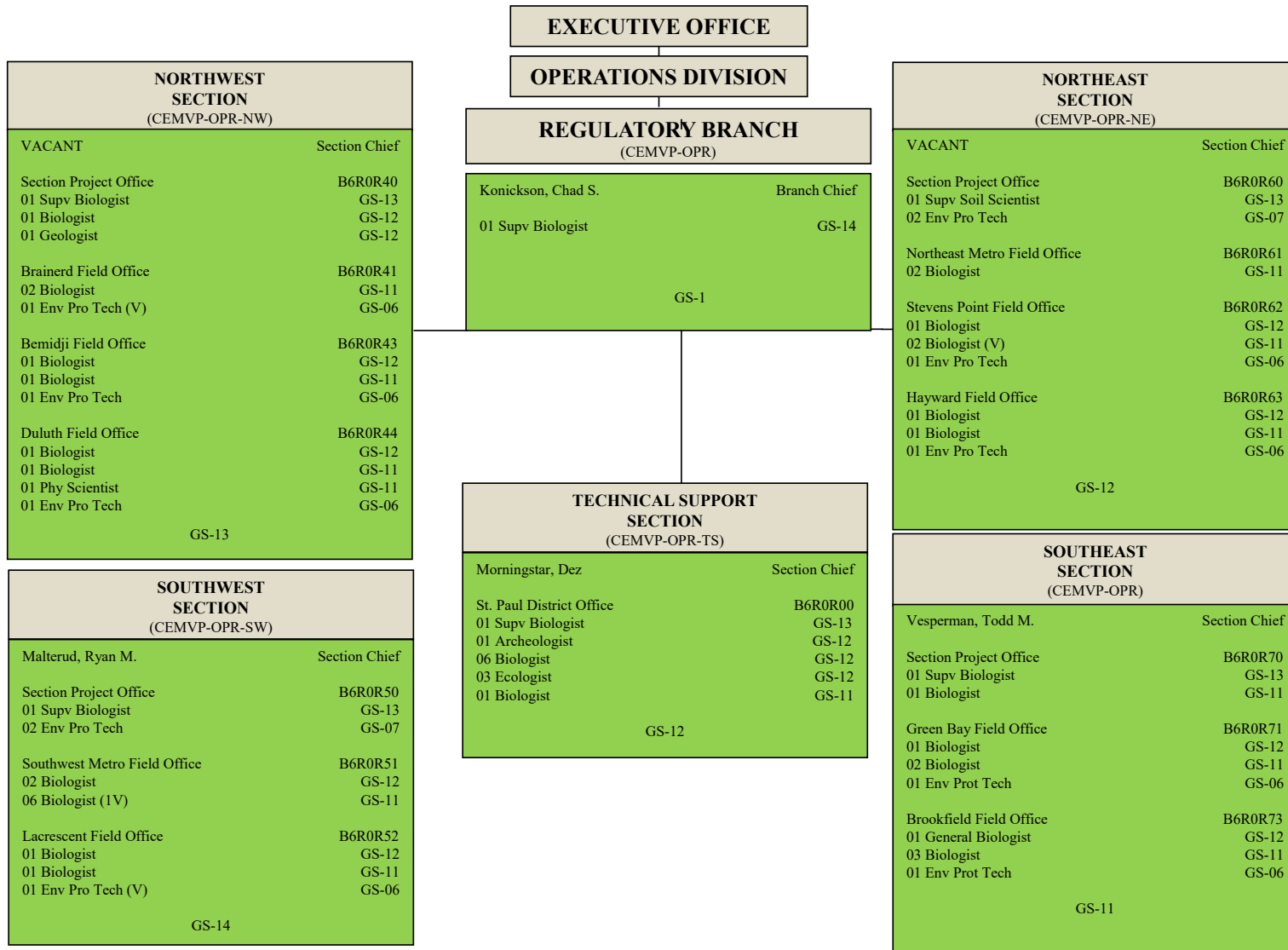


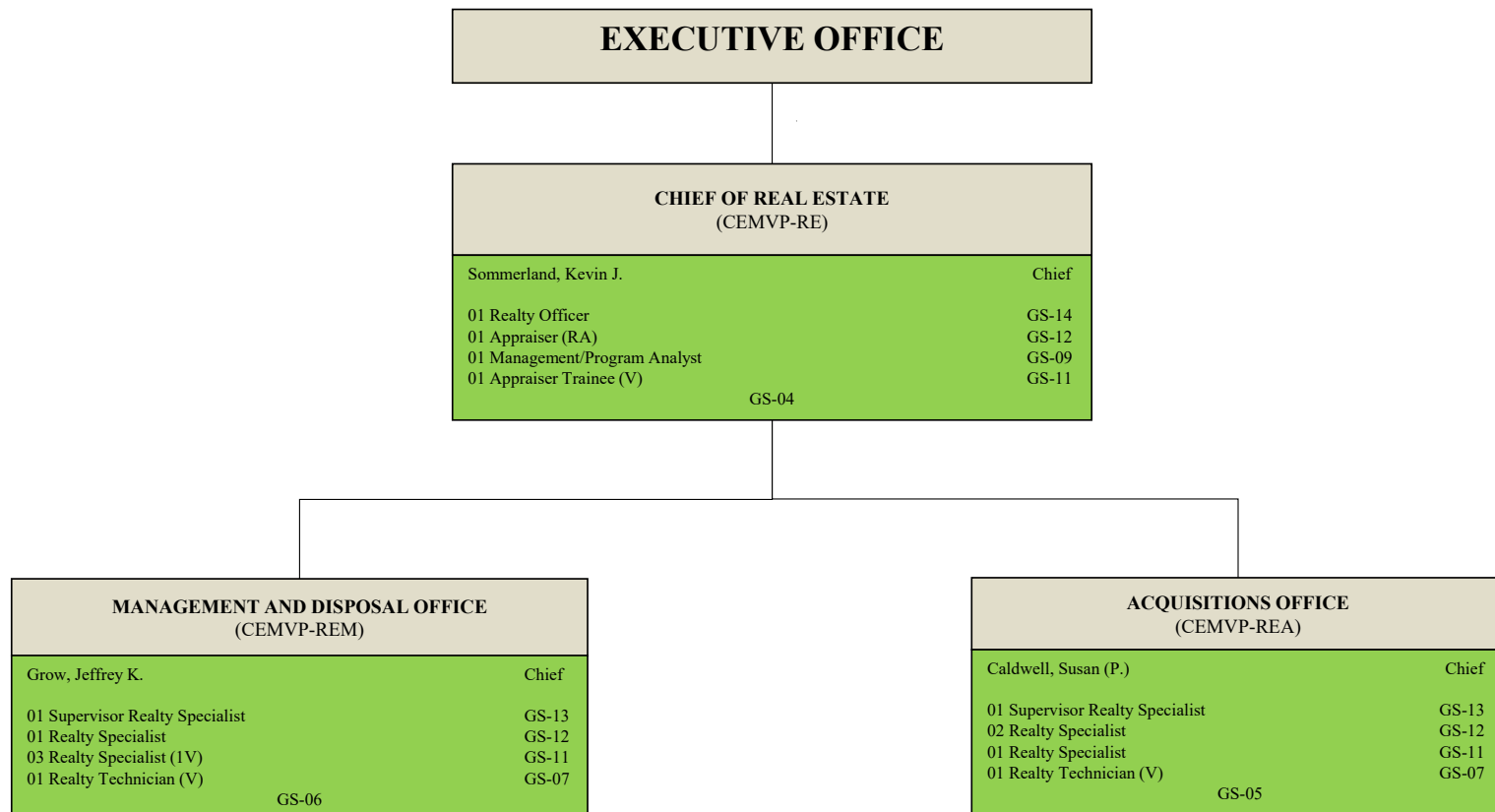












KARL D. JANSEN
COL, EN
Commanding

ST. PAUL DISTRICT ORGANIZATIONAL CHART

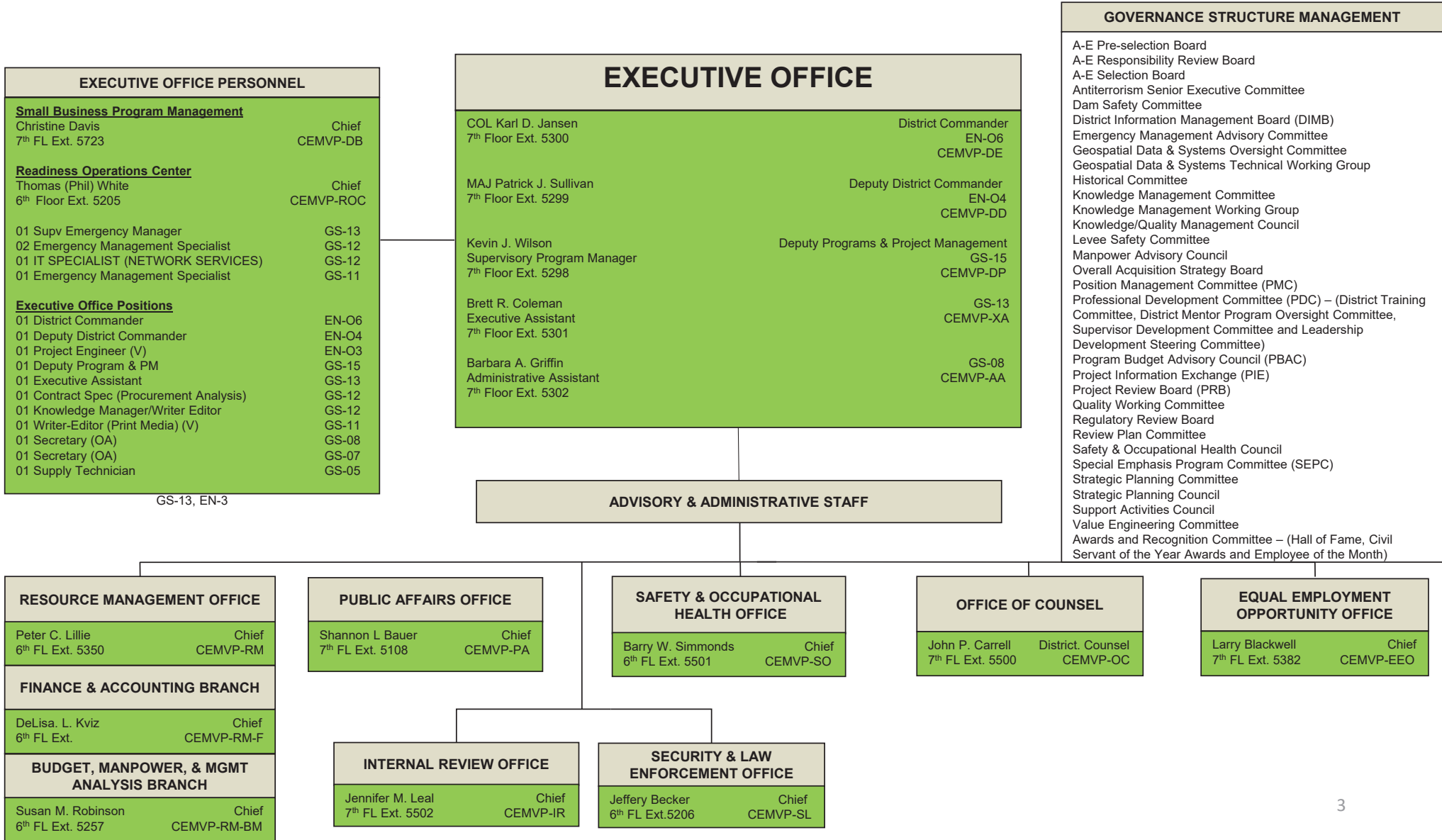
COL KARL D. JANSEN
COMMANDER

2019

As of 25 July 2019

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EXECUTIVE OFFICE

TECHNICAL STAFF

ENGINEERING & CONSTRUCTION DIVISION

Michael J. Bart Chief
7th FL Ext. 5303 CEMVP-EC
Vacant Deputy Chief
7th FL Ext. 5623 CEMVP-EC

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Winona, MN CEMVP-EC-CE

WESTERN AREA OFFICE

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Fargo, ND CEMVP-EC-CW

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PROJECT MANAGEMENT BRANCH A

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PROJECT MANAGEMENT BRANCH B

Nathan H. Wallerstedt Chief
7th FL Ext. 5477 CEMVP-PM-B

PROGRAMS MANAGEMENT BRANCH

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7th FL Ext. 5459 CEMVP-PM-P

CONTRACTING DIVISION NCO

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7th FL Ext. 5414 CEMVP-CT

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Tamara E. Cameron Deputy Chief
6th FL Ext. 5197 CEMVP-OP

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Fargo, ND CEMVP-OP-RNR
(651) 290-5738

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6th FL Ext. 5364 CEMVP-OP-R

PLANNING & ENVIRONMENTAL DIVISION NORTH

Aaron M. Snyder Chief
6th Floor Ext. 5489 RPEDN- PD

Terry J. Birkenstock Deputy Chief
6th Floor Ext 5264 RPEDN-PD

PLAN FORMULATION BRANCH

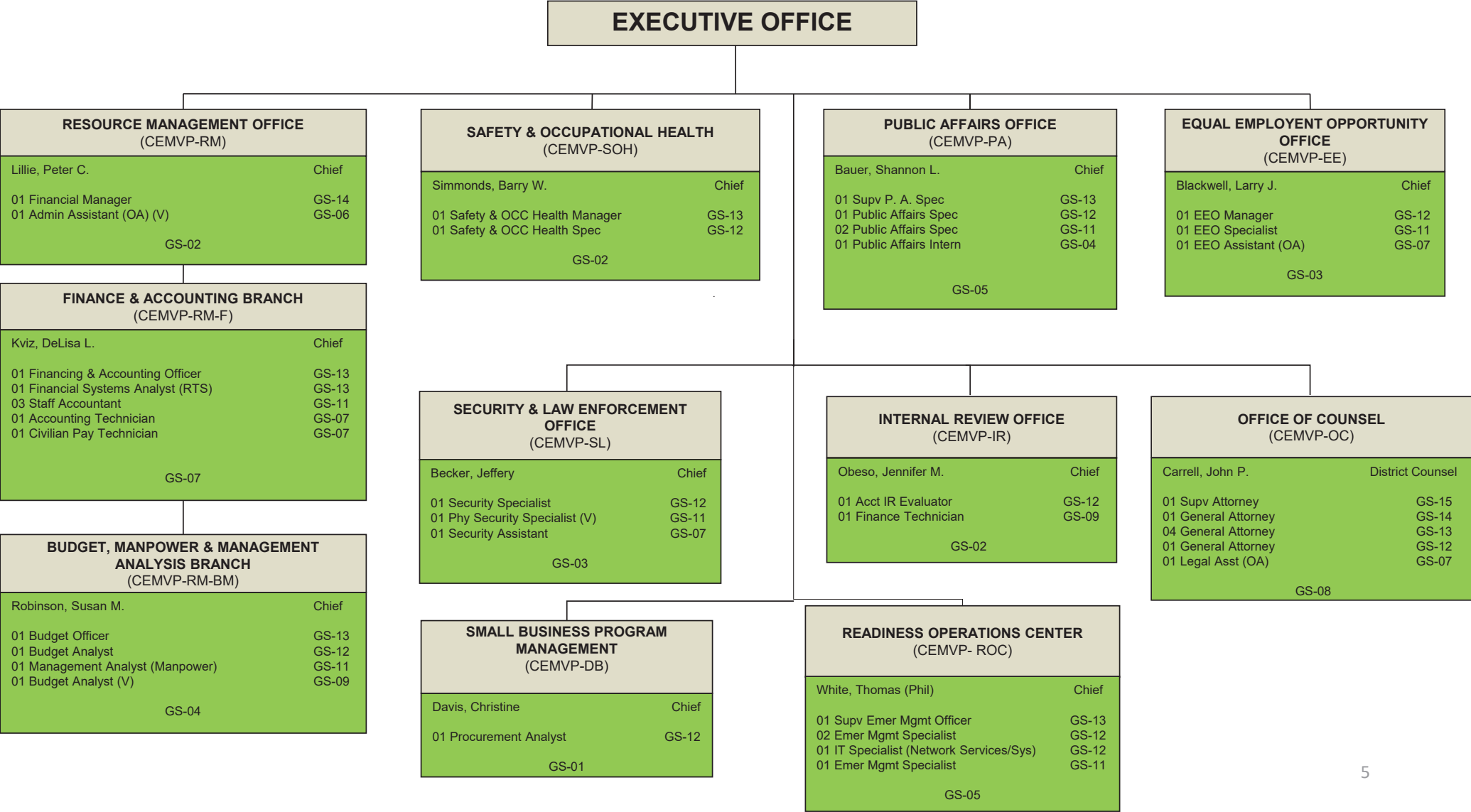
Camie A. Knollenberg Chief
Rock Island RPEDN-PD-F
309-794-5487

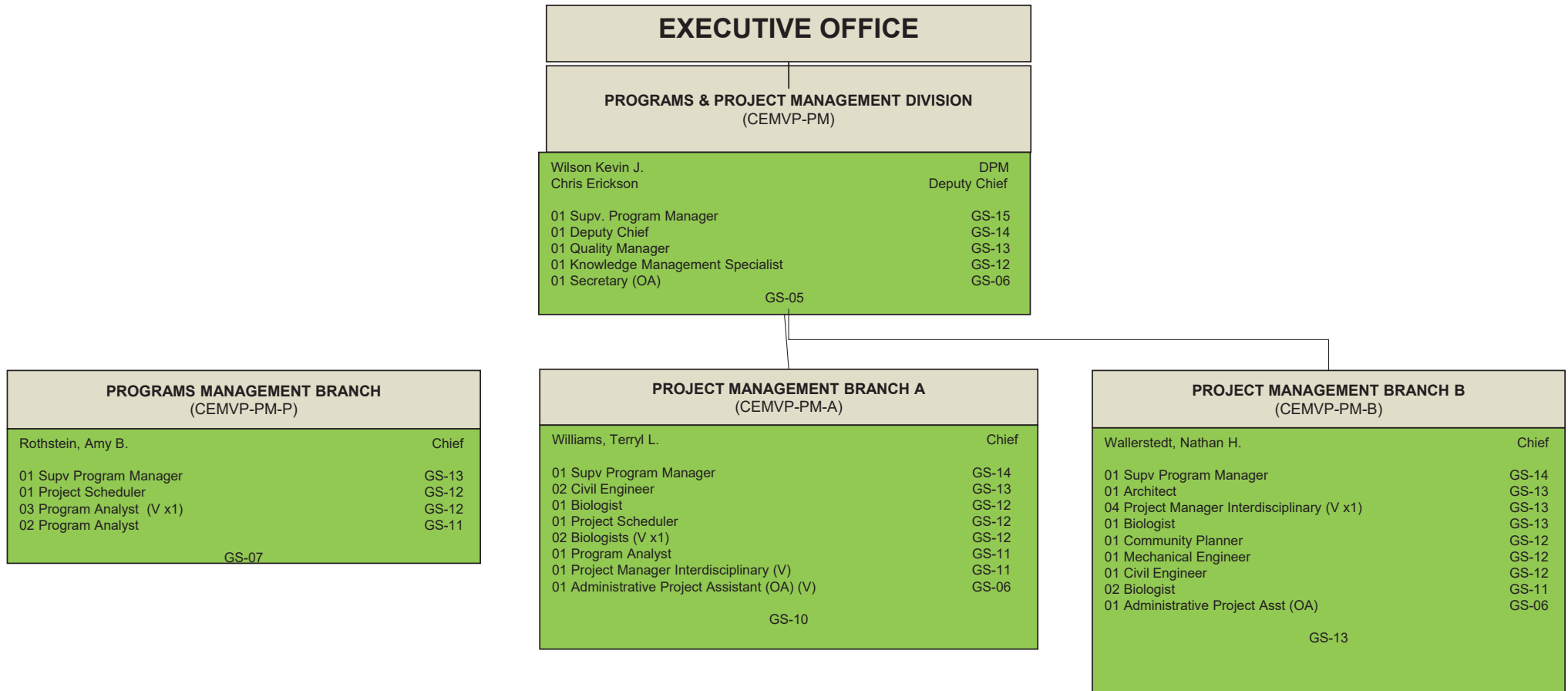
ENVIRONMENTAL COMPLIANCE BRANCH

Brian L. Johnson Chief
St. Louis RPEDN-PD-C
314-331-8146

ENVIRONMENTAL PLANNING BRANCH

Jodi Creswell Chief
Rock Island RPEDN-PD-P
309-794-5448





EXECUTIVE OFFICE

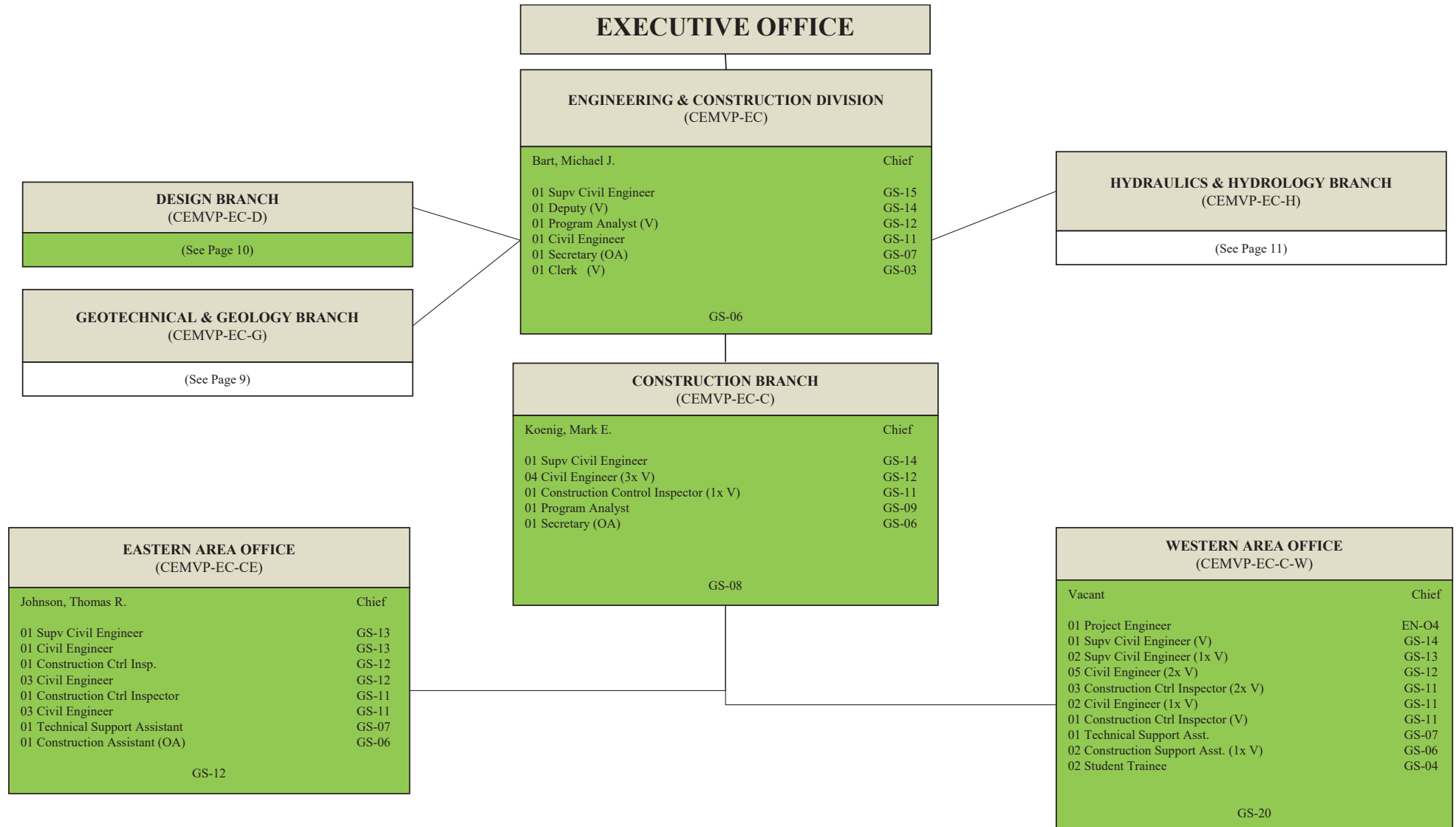
REGIONAL PLANNING & ENVIRONMENT DIVISION NORTH (RPEDN –PD)		
Snyder, Aaron (St. Paul)	Chief	
Birkenstock, Terry J (St. Paul)	Deputy Chief	
01 Supv Community Planner	GS-15	
01 Supv Physical Scientist	GS-14	
01 Secretary (OA)	GS-07	
GS-03		

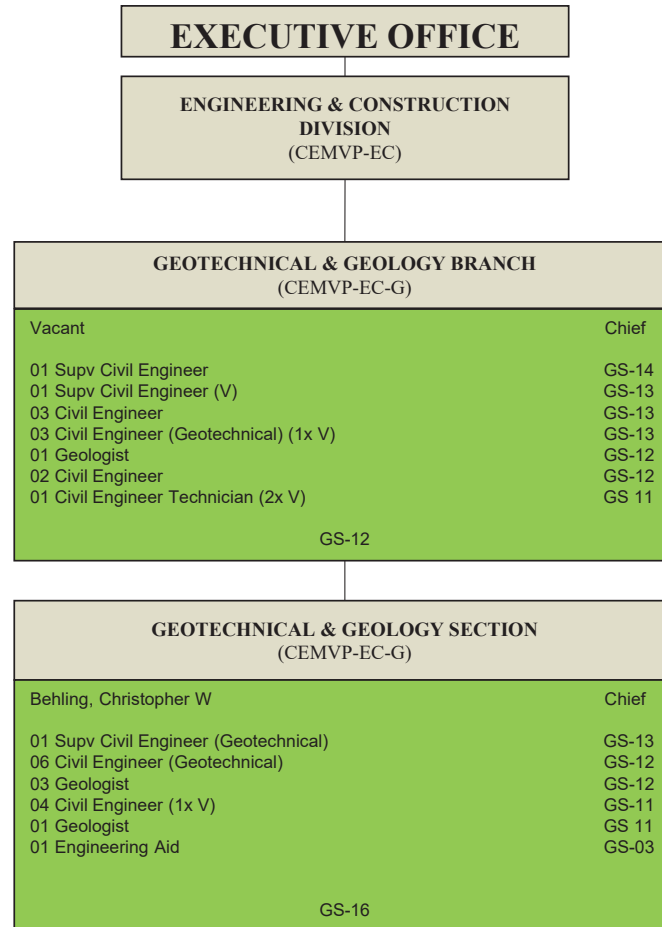
GIS TEAM (RPEDN-PD)		
LeClaire, Keith R (St. Paul)	Chief	
01 Supv Cartographer	GS-13	
02 Cartographer (V x1)	GS-12	
01 Geographer	GS-12	
01 Cartographer (V)	GS-11	
01 Geographer	GS-11	
GS-06		

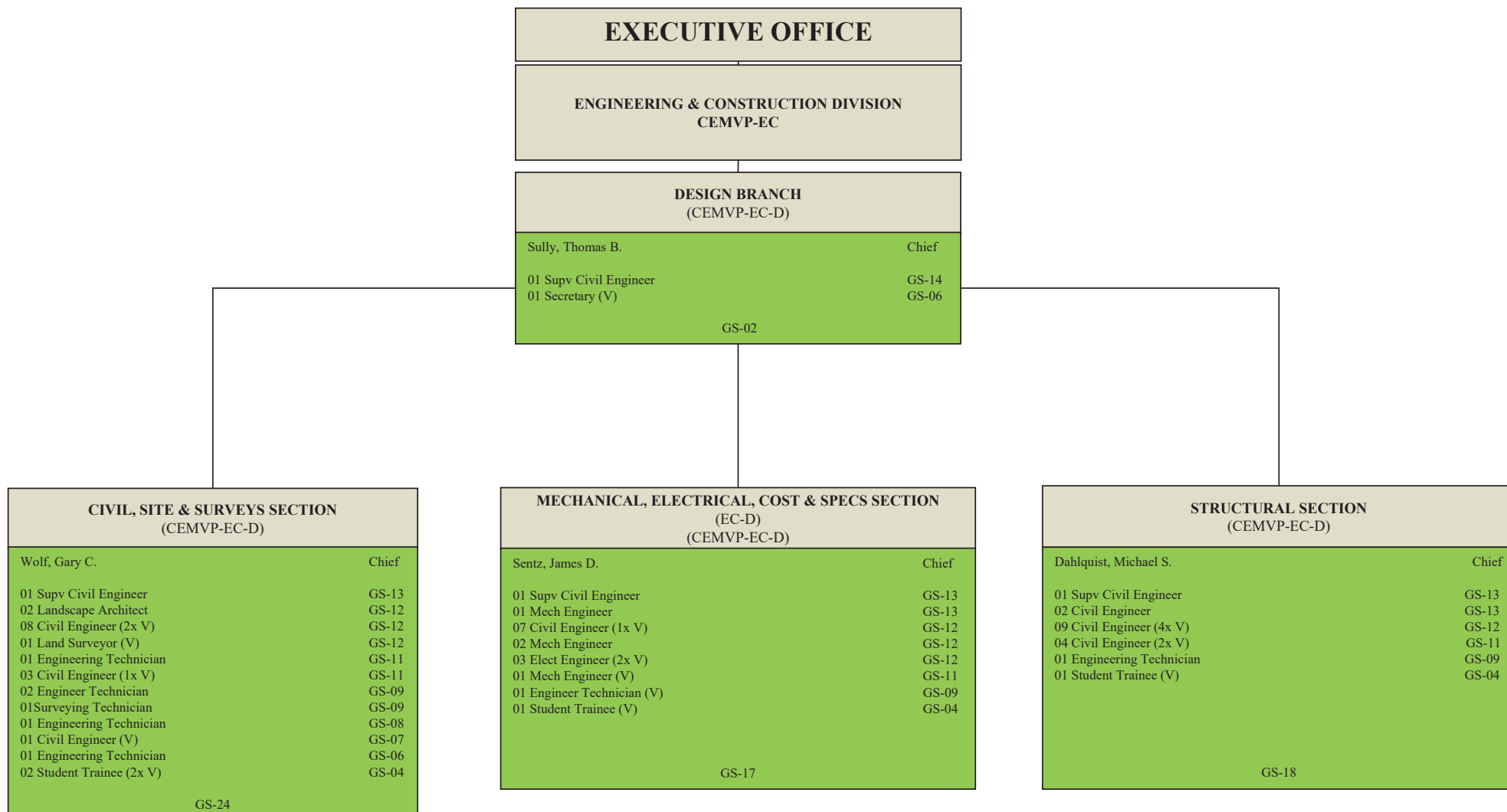
PLAN FORMULATION & ECONOMICS BRANCH (RPEDN- PD-F)		
Knollenberg, Camie A. (Rock Island)	Branch Chief	
01 Supv Geologist	GS-14	
Evans, Craig O.	Section Chief- St. Paul	
01 Supv Civil Engineer	GS-13	
03 Community Planner	GS-12	
01 Biologist	GS-12	
02 Administrative Assistant (OA) (V)	GS-06	
Plumley, Marshall B.	Section Chief- Rock Island	
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01 Biologist	GS-13	
01 Geologist (V)	GS-13	
02 Community Planner (1x V)	GS-12	
01 Biologist	GS-12	
01 Civil Engineer (V)	GS-12	
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01 Archeologist	GS-11	
01 Civil Engineer (V)	GS-11	
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01 Supv Geographer	GS-13	
01 Civil Engineer	GS-13	
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GS-21		

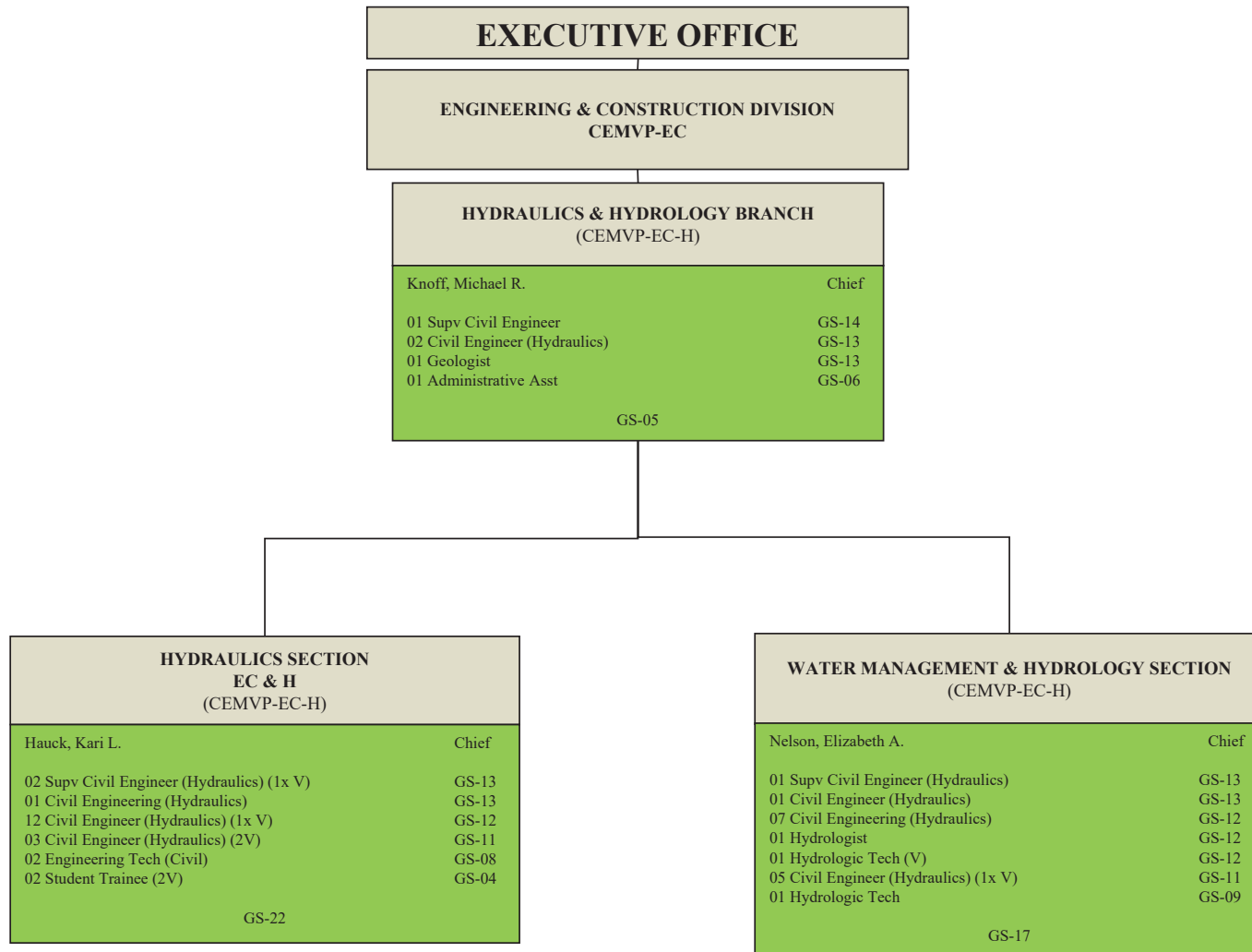
ENVIRONMENTAL PLANNING BRANCH (RPEDN-PD-P)		
Creswell, Jodi K. (Rock Island)	Branch Chief	
01 Supv Archeologist (V)	GS-14	
Stefanik, Elliott L.	Section Chief- St. Paul	
01 Supv Biologist	GS-13	
01 Archeologist	GS-12	
01 Forester	GS-12	
01 Fish Biologist	GS-12	
01 Biologist	GS-12	
01 Ecologist	GS-11	
Cornish, Mark A	Section Chief- Rock Island	
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01 Archeologist	GS-12	
01 Biologist	GS-11	
01 Biologist (V)	GS-09	
McCain, Kathryn	Section Chief- St. Louis	
01 Supv Biologist	GS-13	
01 Fishery Biologist	GS-12	
01 Wildlife Biologist	GS-11	
GS-15		

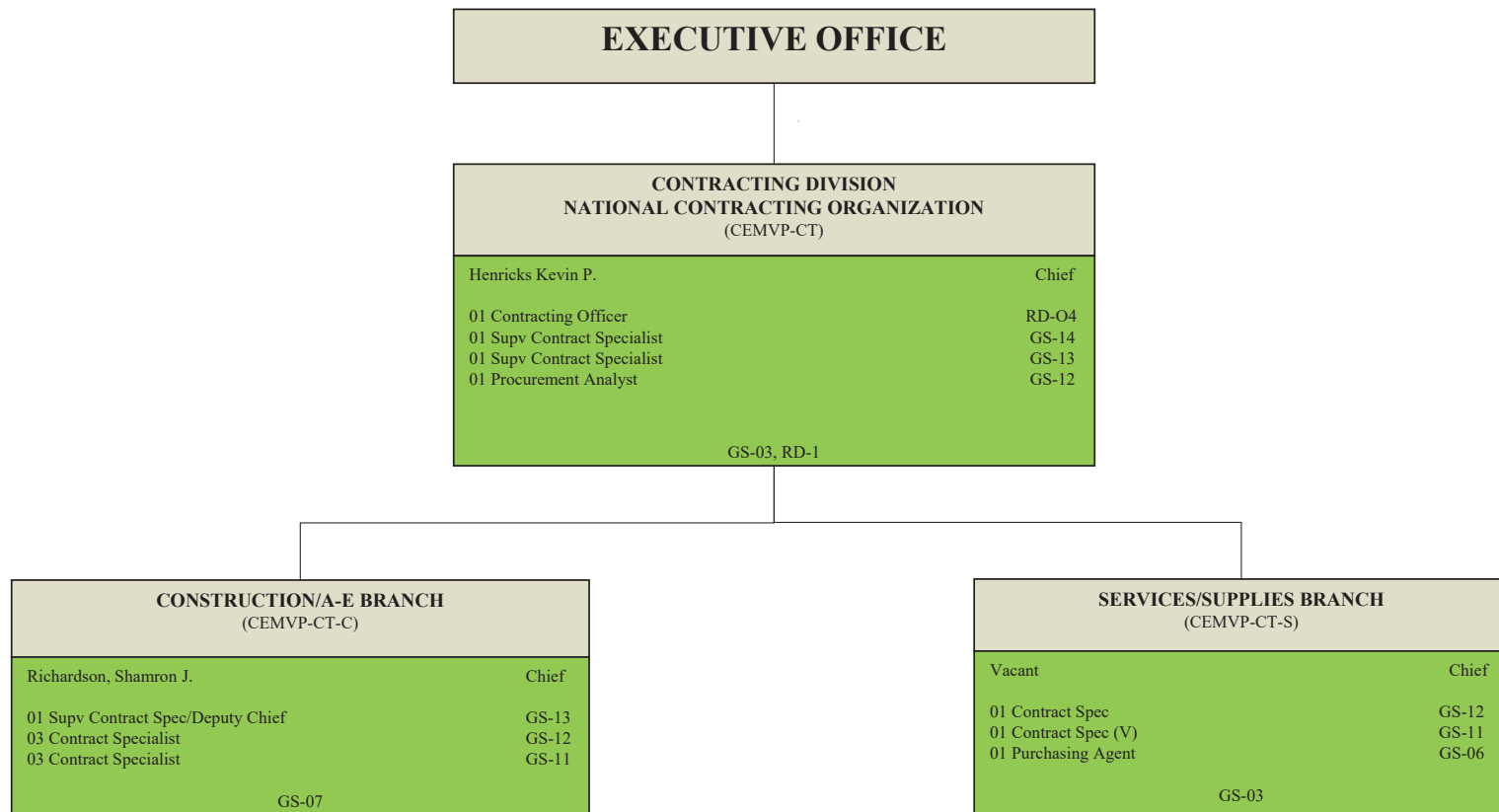
ENVIRONMENTAL COMPLIANCE BRANCH (RPEDN-PD-C)		
Johnson, Brian L. (St. Louis)	Branch Chief	
01 Supv Biologist	GS-14	
Clark Steve J.	Section Chief-St. Paul	
01 Supv Fish Biologist	GS-13	
02 Fishery Biologist	GS-12	
01 Archeologist	GS-12	
01 Biologist	GS-12	
01 Archeologist	GS-11	
01 Biologist (V)	GS-09	
Ross, James S.	Section Chief-Rock Island	
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01 Biologist	GS-13	
01 Biologist	GS-12	
01 Community Planner	GS-12	
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01 Biologist	GS-09	
Allen, Teri	Section Chief-St. Louis	
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01 Fishery Biologist	GS-12	
01 Biologist (V)	GS-12	
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01 Ecologist (V)	GS-09	
GS-19		

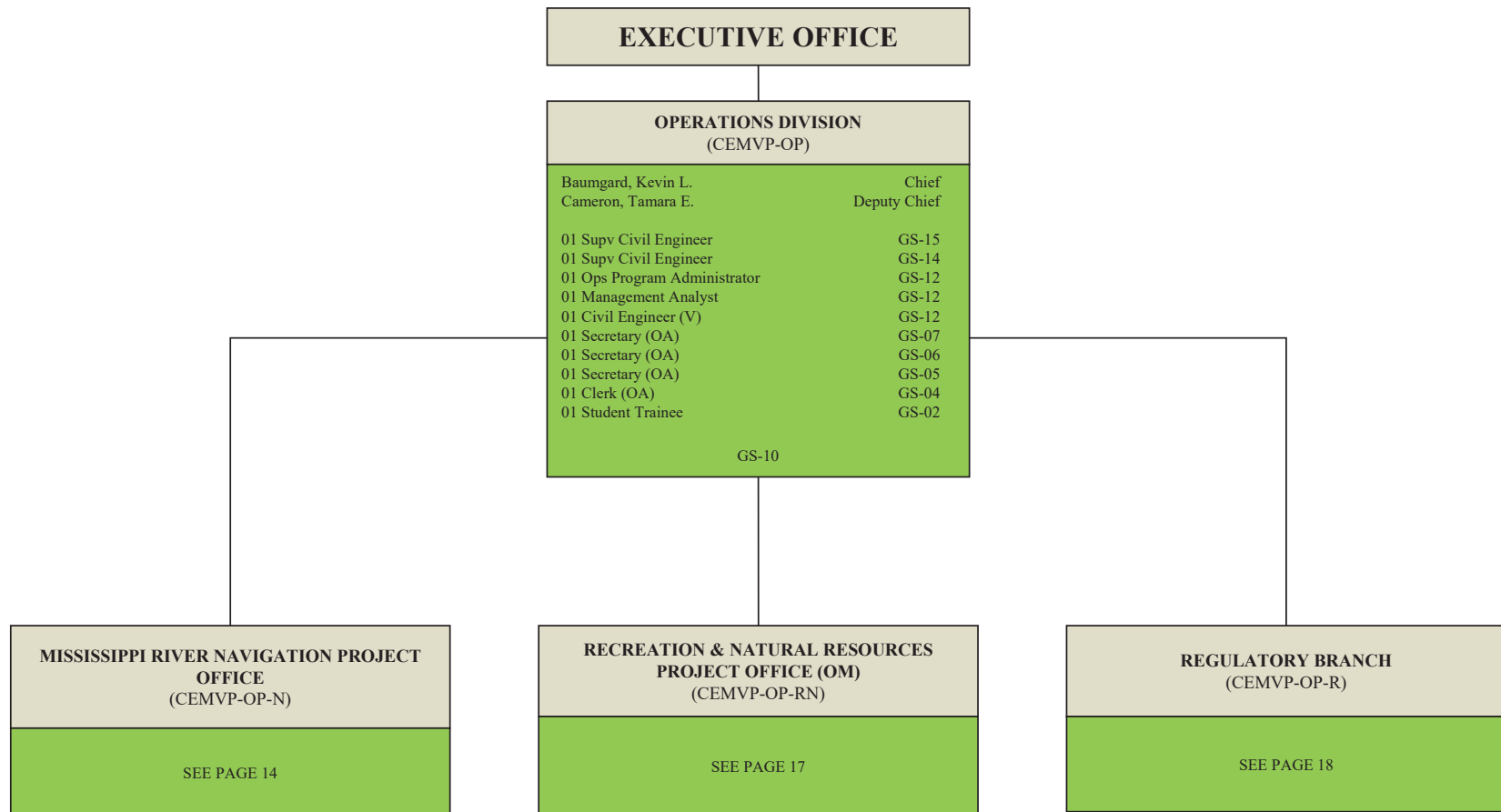


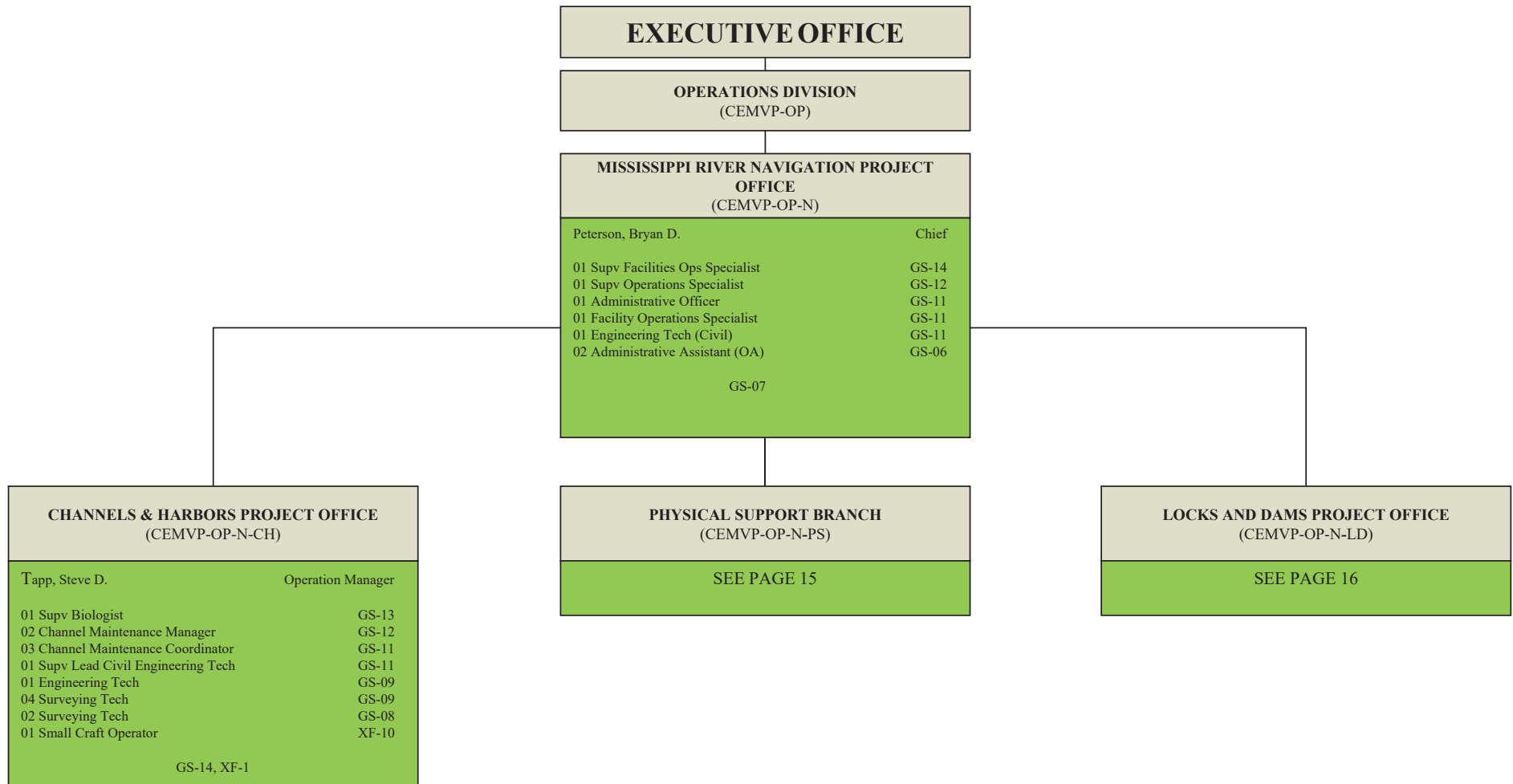


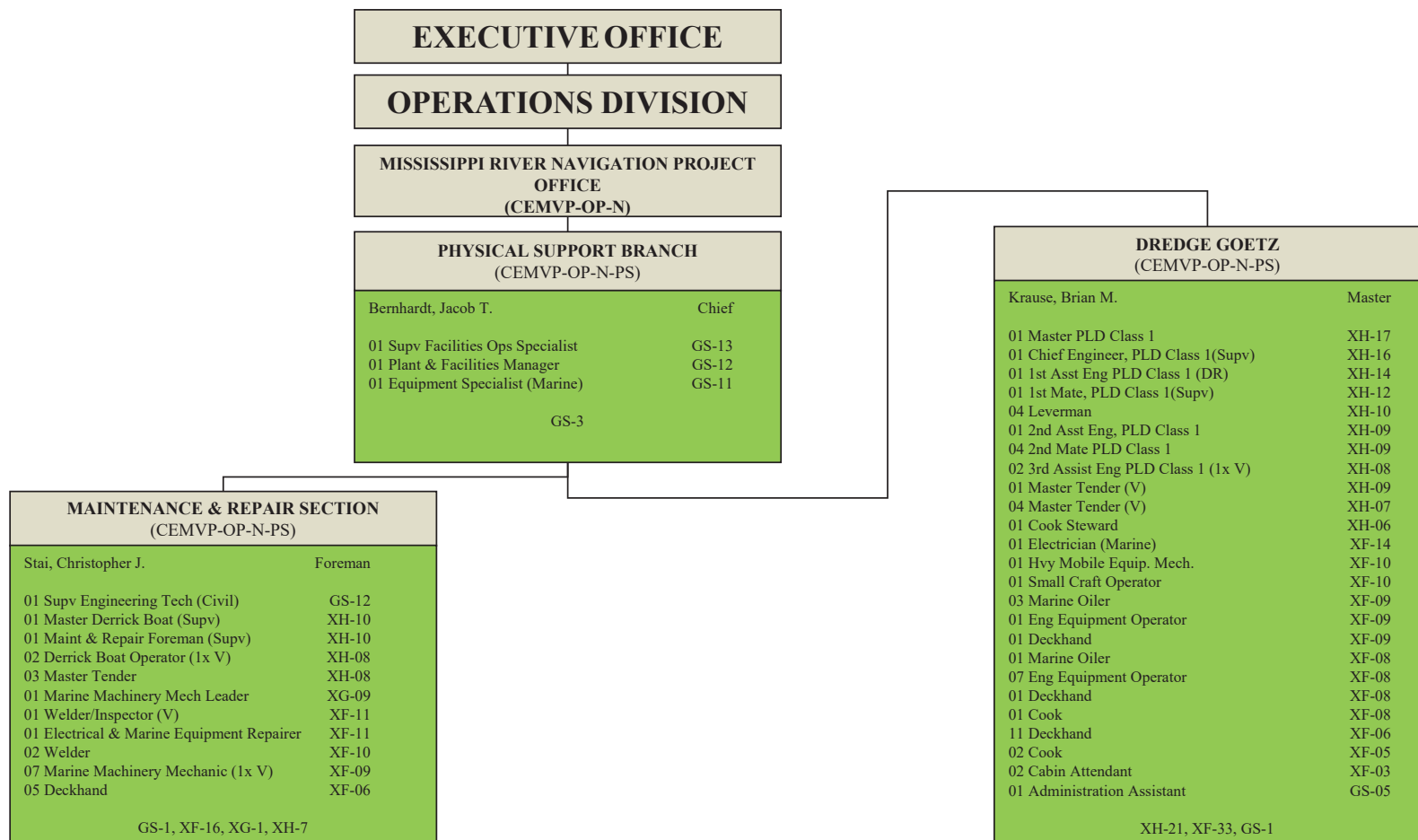




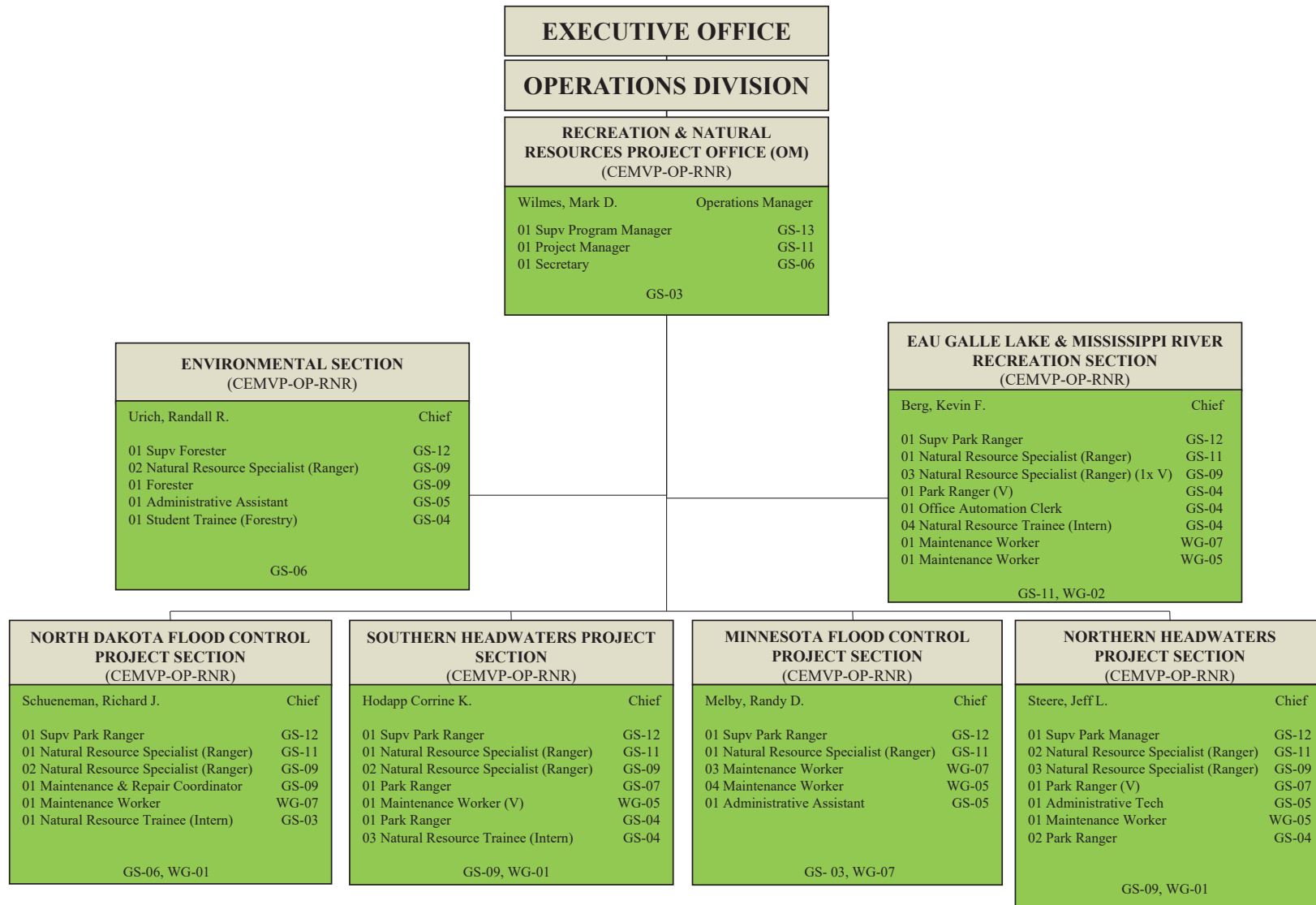


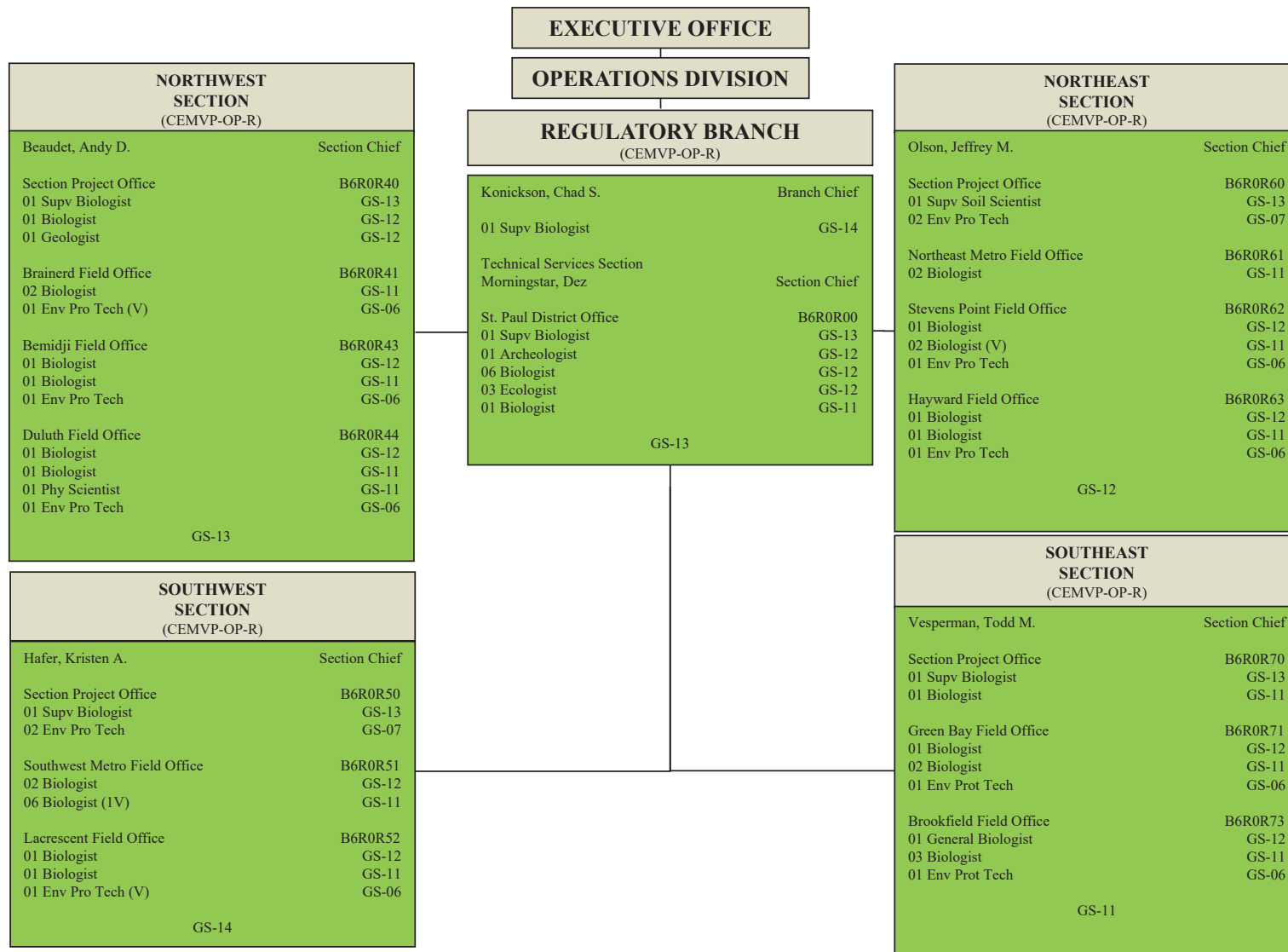


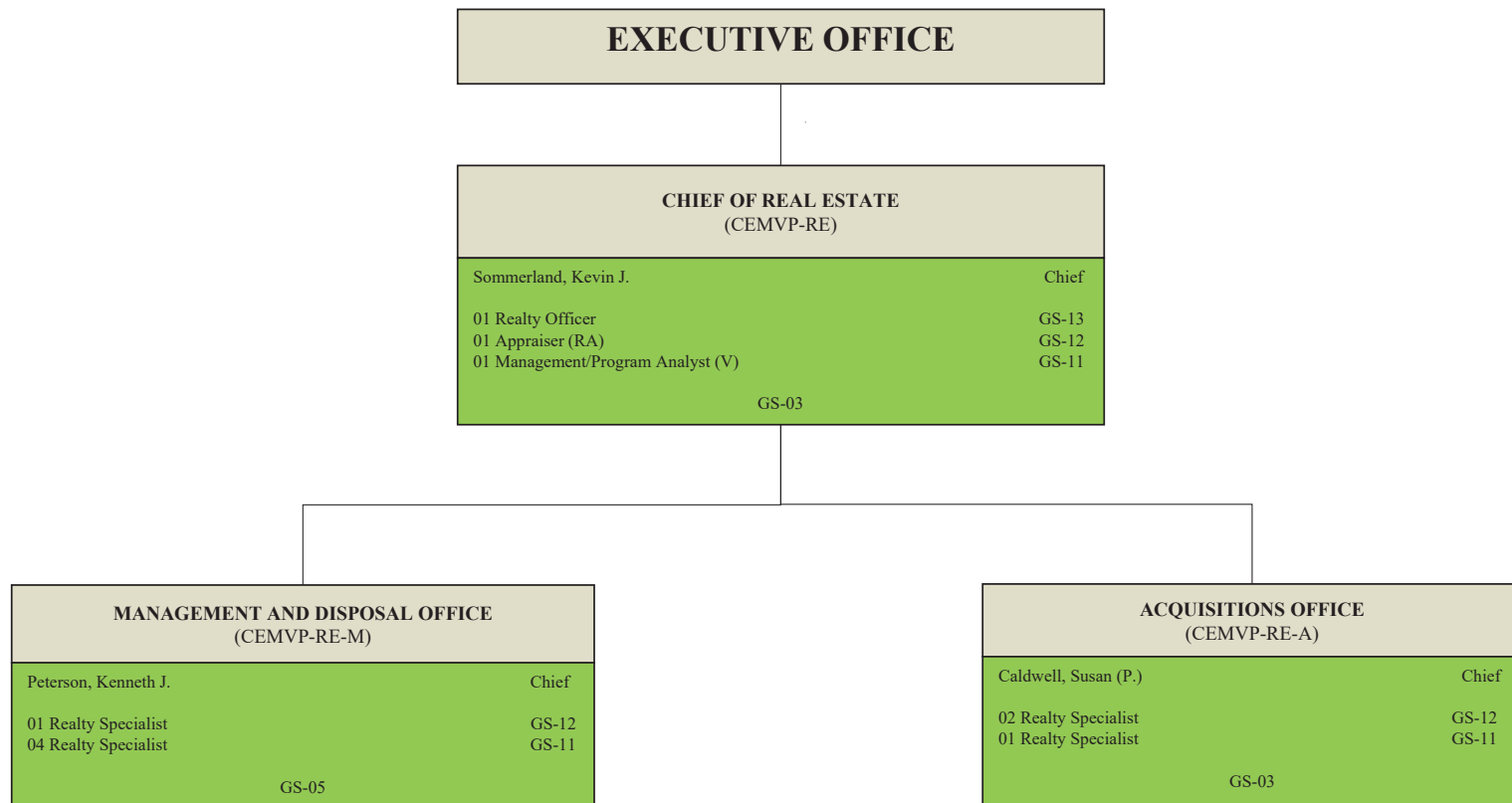






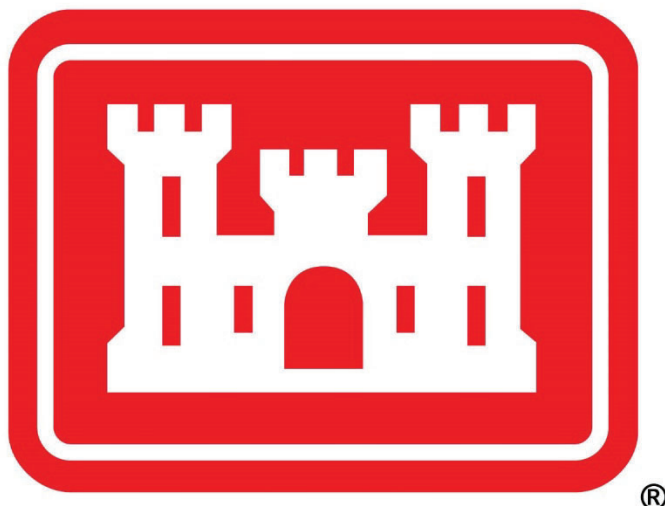






SAMUEL L. CALKINS
COL, EN
Commanding

DEPARTMENT OF THE ARMY U. S. ARMY CORPS OF ENGINEERS



**US Army Corps of Engineers
BUILDING STRONG®**

**ANNUAL FEORP PLAN AND
CERTIFICATION FOR FISCAL YEAR
2021**

**FISCAL YEAR 2020 FEORP PLAN
ACCOMPLISHMENTS
AND
CHECKLIST REQUIREMENTS**

ANNUAL FEORP PLAN CERTIFICATION
FOR THE FISCAL YEAR 2019

A. Name and Address of Agency:

U.S. Department of the Army
U. S. Army Corps of Engineers (USACE)
ATTN: CEMVP-EE
180 5th Street East, Suite 700
St. Paul, MN 55101-1678


B. Name and Title of Designated FEORP Official (*if address is different from Section A, include e-mail address and telephone and fax numbers*):

Courtney A. Emmerich
Equal Employment Manager
Telephone: 651-290-5382
Fax: 651-290-5778
Email: Courtney.A.Emmerich@usace.army.mil

C. Name and Title of Contact Person (*if address is different from Section A, include e-mail address and telephone and fax numbers*):

CERTIFICATION

I certify the above agency: 1) Has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the U.S. Office of Personnel Management; 2) The U.S. Army Corps of Engineers, Huntington District is covered by a FEORP plan; and, 4) Such plan is available on request from the St. Paul District EEO Office.

SIGNATURE  Digitally signed by
JANSEN.KARL.DAVID.1153640617
Date: 2020.11.13 11:41:18 -06'00' DATE 11/13/2020

Commander, St. Paul District

SIGNATURE EMMERICH.COURTNEY.A.1591702676 Digitally signed by
EMMERICH.COURTNEY.A.1591702676
Date: 2020.11.13 07:30:06 -06'00' DATE 11/13/2020

Equal Employment Manager, St. Paul District

SIGNATURE HANSEN.ABBY.A.1374580147 Digitally signed by HANSEN.ABBY.A.1374580147
Date: 2020.11.13 11:15:44 -06'00' DATE 11/13/2020

Chief, Civilian Personnel Advisory Center

Executive Summary and Organization Information

The St. Paul District is a component of the Corps of Engineers and the Department of the Army. The District plans, designs, builds, and operates water resource projects for Minnesota, western Wisconsin, northeastern North Dakota, and portions of South Dakota and Iowa. We are responsible for supporting inland navigation; helping local communities manage and reduce flood risk; operating reservoirs for flood damage reduction, recreation, fish and wildlife habitat and water supply; carrying out environmental restoration programs to improve fish and wildlife habitat; and conducting emergency response operations during and following natural disasters. The St. Paul District's organizational structure as well as the mission statement can be found on the organization's public website <https://www.mvp.usace.army.mil/>.

The vast St. Paul District covers 139,000 square miles; contains four (4) major river basins including the Mississippi, Red River of the North, Souris, and Rainy rivers; operates in five (5) states; manages thirteen (13) locks and dams, maintains nine-foot navigation channels, along two hundred-eighty four (284) river miles in the Upper Mississippi River System; operates sixteen (16) flood risk reduction reservoirs; collaborates with twenty-five (25) federally recognized tribes within the District; and operates out of forty-one (41) locations including the St. Paul District Office located in the heart of St. Paul, Minnesota. The St. Paul District has six (6) missions: 1) Emergency Operations and Disaster Response, 2) Regulatory, 3) Navigation, 4) Environmental Management and Engineering, 5) Flood Response and Risk Management, and 6) Recreation.

The Headquarters' USACE website www.usace.army.mil/about/Pages/Locations.aspx provides additional information concerning District locations and USACE employees.

The St. Paul District website <https://www.mvp.usace.army.mil/> provides information on its leadership, history, missions, site locations, and outreach.

USACE Mission

USACE provides vital public engineering services in peace and war to strengthen our Nation's security, energize the economy, and reduce risks from disasters, to include:

- Planning, designing, building and operating water resources, and other civil works projects (navigation, flood control, environmental protection, disaster response);
- Advising the Army leadership on engineering matters and serving as the Army's topographer, proponent for real estate, and other related engineering programs;
- Designing and managing the construction of military facilities for the Army and Air Force (military construction); and,
- Providing design, construction management, and research and development support for USACE, Defense, and other agencies (to include interagency and international services).

USACE Vision

“Engineering Solutions for the Nation’s Toughest Challenges”

St. Paul District’s Vision

A relentless pursuit to become a relevant, world class District of Choice for our workforce, partners, region, enterprise, and Nation by BUILDING STRONG and TAKING CARE OF PEOPLE.

St. Paul District Mission and Guiding Principles

The St. Paul District is also known as MVP and has designed its mission and guiding principles according to this acronym meaning **M**ission, **V**alue, and **P**eople. These guiding principles represent a broad philosophy that encompass our collective beliefs and values and guide our organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, or type of work. These guiding principles create an organizational culture where everyone understands what’s important:

- **Mission:** Committed to delivering our program
 1. We hold ourselves accountable to high standards and professional ethics
 2. We understand and follow our processes
 3. We resource and empower our multidisciplinary teams to succeed
- **Vision:** Passionate about using our expertise to serve others
 4. We demonstrate positive teamwork, communication, collaboration, and cooperation
 5. We step-up to serve our fellow citizens and nation in times of disaster or conflict
 6. We embrace constructive conflict to yield better results
 7. We are forward-looking and use ingenuity to seize opportunities and address challenges
 8. We play to our strengths, embrace change, and continuously improve
- **People:** Dedicated to care for and develop an inspired professional workforce of trusted and reliable teammates
 9. We take care of one another and seek a healthy work-life balance for all
 10. We demonstrate inclusiveness and value clear, candid and transparent two-way communication
 11. We build optimistic engaged leaders who maintain a healthy work environment
 12. We invest to recruit, develop, employ, and retain talented teammates

EEO Mission

To promote, support and institutionalize Equal Employment Opportunity (EEO) in the workplace through compliance with applicable laws.

The Equal Employment Opportunity Office is a special staff, responsible for providing technical guidance, direction and advice to the installation, maintaining a continuing affirmative employment program that promotes equal opportunity, and identifies and eliminates discriminatory practices and policies in the District. St. Paul District policies concerning equal employment opportunity fully comply with and support the Department of the Army policy on equal employment opportunity and provide EEO services to all employees throughout the various forty-one (41) District locations.

Diversity, Equity and Inclusion (DEI) Mission

Contribute to and support mission readiness while sustaining the St. Paul District as a leader in Diversity, Equity, and Inclusion (DEI). A leader in embracing the strengths of diverse people in an inclusive environment...investing in and managing talent, valuing people as individuals, and developing culturally astute Civilians and Soldiers who enhance our communities in preparation for the human dimensions of leadership and global engagements.

Data Sources

Personnel data contained in this report was extracted from the Defense Civilian Personnel Data System (DCPDS), the Equal Employment Opportunity (EEO) Complaints Tracking System (iComplaints), Annual Operational Order (OPORD) to elicit feedback and accomplishments in equal employment opportunities for women, minorities, persons with disabilities, and disabled veterans from St. Paul District leadership, MD-715 Reporter Data Tables, and Business Objects/Business Intelligence (BOBI), which is utilized for statistical monitoring, reviewing, and evaluating employees' demographic data. All information present in available records is provided on a voluntary basis by employees and reflects all Appropriated Fund employees as of September 30, 2020. Employee perceptions for self-identification regarding race and ethnicity may not coincide with the standard categories prescribed by the Equal Employment Opportunity Commission (EEOC), the U.S. Census Bureau, or the Office of Personnel Management (OPM). The main comparators for ethnicity, race, and sex analysis are the National Civilian Labor Force (NCLF), as derived from 2010 information from the American Community Survey (ACS) from the Census Bureau and in addition the newly derived, "St. Paul District Relevant Civilian Labor Force (MVP RCLF)," a more-precise subset of the NCLF calculated from an aggregation of the employment availability statistics associated with the specific occupations comprising the St. Paul District workforce. The RCLF is a collection of data subsets of the NCLF describing the numbers of persons in demographic groups currently employed in *specific jobs*-and therefore, with more-closely defined, relevant skills and experience-as opposed to the overall civilian labor force, that includes thousands of occupations without federal workforce equivalents. The NCLF, a benchmark applied in prior reporting cycles, includes all persons over the age of 16 within the U.S. in the non-institutional civilian population (i.e., persons not in penal and mental health facilities or nursing homes), either employed or seeking employment and who are not on active duty in the military. Focusing on "mission-critical occupations," and applying the most appropriate benchmarks (rather than measuring the St. Paul District against the entire, general, working public), especially with the use of the new, alternative benchmark (MVP RCLF), is a refined approach to estimate more-realistic workforce participation rates of demographic groups. These comparisons are used in accordance with the Equal Employment Opportunity

Commission's (EEOC's) interpretive authority (regarding Civil Rights Act and Rehabilitation Act) and the Commission's guidance in its MD-715 "[Instructions to Agencies](#)." This report covers all civilian employees with the exception of local foreign national employees.

Summary Analysis (Narrative) of Workforce

As of September 30, 2020, the St. Paul District employed a total workforce population of 676 civilian employees. This represents an 8.68% net change increase as compared to 622 civilian employees in FY-2019. At the end of FY-2020, the District had 635 permanent and 41 temporary employees. This reflects a net increase of 5.48% in permanent employees and 105% net increase in the temporary workforce as compared to FY-2019. The St. Paul District workforce is comprised of both white-collar, salaried employees in the General Schedule (GS) and blue collar Federal Wage System (FWS) employees in the WA, WG, and WY pay scales as well as Special Wage Rate schedules for employees on floating plants in the XF, XG, and XH pay scales. In FY-2020 the veteran workforce decreased slightly, comprised of 225 employees representing 33.28% of the total workforce, as compared to 219 veteran employees representing 35.21% of the total workforce in FY-2019. The St. Paul District's civilian workforce was 72.48% male and 27.51% female in FY-2020 as compared to 73.15% male and 26.84% female in FY-2019. The participation rate of women continues to be significantly less than expected when compared to both the National Civilian Labor Force (NCLF) benchmark of 48.14% (20.63% less than the NCLF benchmark) and 13% less than the newly developed St. Paul District (MVP) Relevant Civilian Labor Force (RCLF) benchmark of 40.51%.

The MVP RCLF provides more precise benchmarks for women and minorities comparing demographic data and occupations within the District to the demographic data of federal workforce equivalent occupations. In FY-2020, White women represented 24.26% of the St. Paul District workforce, 9.76% less than the NCLF benchmark of 34.02% and 10.95% less than the MVP RCLF benchmark. Hispanic women represented 0.73% of the St. Paul District workforce, 4.06% below the NCLF benchmark of 4.79%; and only 1.01% less than the MVP RCLF benchmark. Black women represented 1.33% of the St. Paul District workforce, 5.08% less than the NCLF benchmark of 6.41%. However, the representation of Black women in the District exceeds the MVP RCLF benchmark of 0.76% by 0.57%. Asian women represented 0.88% of the St. Paul District, only 0.9% less than the NCLF benchmark of 1.83%, but is 1.22% less than the RCLF benchmark of 2.10%. The data reveals there is an underrepresentation of White, Hispanic and Asian women when utilizing the MVP RCLF benchmarks of women in federal workforce equivalent occupations to that of the St. Paul District.

The participation rate of minority men in the St. Paul District in FY-2020 are also less than expected. Black men represented 0.88% of the St. Paul District workforce, 4.5% less than the NCLF benchmark of 5.38%. However, only 0.19% less than the MVP RCLF benchmark of 1.07%. Hispanic men represented 0.29% of the St. Paul District workforce, 4.88% less than the NCLF benchmark of 5.17%; and 2.2% less than the MVP RCLF benchmark of 2.49%. Asian men represented 0.88% of the St. Paul District workforce, only 0.95% less than the NCLF benchmark of 1.83%. However, the representation of Asian men in the District is 2.33% less

than the MVP RCLF benchmark of 3.21%. The benchmarks for Asian men and women are higher on the MVP RCLF in comparison to the NCLF. The data reveals there is an underrepresentation of Asian and Hispanic men when utilizing the MVP RCLF benchmarks of Asian and Hispanic men in federal workforce equivalent occupations to that of the St. Paul District.

FY-2020 St. Paul District Diversity Accomplishments

- 3 minority employees hired (1 male Black employee and 2 female Black employees)
- 16 Career-Conditional female new-hires
- 3 female new-hire transfers
- 4 IWD new hire employees (3 female and 1 male)
- 4 minority employees (3 Hispanic, female employees and 1 Black, female employee) received temporary or permanent promotions
- 4 IWD received permanent or temporary promotions, of which 2 employees reported a targeted disability
- 26 female employee promotions (13 female employees received permanent promotions and 13 female employees received temporary promotions)

Promising Practices, Strategies and Actions for FY 2021

The principal strategy for FY-2021 is to continue to expand St. Paul District relationships and partnerships through outreach, coaching, training, and education. The following objectives will result in continued progress for establishing and maintaining a “Model EEO Program.”

The St. Paul District will finalize the Special Emphasis Program Committee (SEPC) Charter and recruit for the following SEPC Program Managers, in addition to the Disability Program Manager, to ensure compliance with Army Regulation (AR) 690-12 as well as the Defense Equal Opportunity Management Institute (DEOMI) Special Observance calendar.

- 1) The Federal Women’s Program
- 2) The Hispanic Employment Program
- 3) Black/African American Employment Program
- 4) Disabled Veterans Affirmative Action Program
- 5) Asian American and Pacific Islander Employment Program
- 6) Native American or Alaskan Native Employment Program
- 7) The Individuals with Disabilities Program
- 8) LGBTQ+ Special Emphasis Program
- 9) Days of Remembrance of Victims of the Holocaust Program

In accordance with Army Regulation, the Special Emphasis Program Managers (SEPM’s) will be managed by EEO staff and supported by a committee of stakeholders consisting of the organizations’ leadership, human capital, the legal community, career program officials, resource management, Inspector General, Chaplain, public affairs, facility engineers, protocol, military

EO advisors, and the other members of the installation community that can contribute to the development of recommended action plans.

The EEO Office is also working to establish a Barrier Analysis Working group in FY-2021 comprised of members from the EEO Office, CPAC, executive leadership, and SEPM's to proactively uncover and address any barriers to equal employment opportunity within the St. Paul District, prepare associated action plans, and carry out necessary corrective actions. The EEO Office will ensure the SEPC is managed, focused on the needs of the command, and has the appropriate resources to function effectively. The EEO Officer attends the monthly Corporate Board meetings and received approval to reinvigorate the SEPC through the recruitment of nine (9) SEPM's, with funding for two (2) hours a month for SEPM's to coordinate cultural observance activities and participate in barrier analysis activities, as well as funding for all District staff to attend a quarterly special observance activity sponsored by the EEO Office and SEPC. The EEO Office will safeguard confidential EEO information and will not provide SEPM's with access to EEO information, PII data, or data not already publicly available. Committee members will be notified of their collateral duty roles and responsibilities, including not representing the command on EEO matters.

The EEO Office will sponsor a monthly Diversity, Equity, and Inclusion (DEI) forum providing cultural awareness information, outreach activities, as well as EEO related training to all interested St. Paul District employees. The EEO Office received approval from the Corporate Board to provide a charge code to employees to attend this monthly meeting, and employees will no longer have to utilize their personal time/lunch hour to attend. The meetings will continue to be held via WebEx to allow employees at any of our forty-one (41) sites to attend. The EEO Office also provides reasonable accommodations as requested to ensure full participation of District employees.

The St. Paul District will collaborate and expand stakeholders and partnerships (i.e. State of Minnesota Vocational Rehabilitation Counselors, Veteran's Organizations, minority serving institutions, Historic Black Colleges and Universities, national career fairs, Handshake, etc.) in support of Civilian Workforce Transformation action plans to achieve greater diversity at all levels and develop our civilians into enterprise leaders.

Integrate the SEPC as key stakeholders in the recruitment process as an essential Diversity, Equity, and Inclusion (DEI) strategy. The St. Paul District is committed to diversifying the applicant pool in order to attract, recruit, and retain a highly qualified diverse workforce. The St. Paul District will also focus on building strategic partnerships and professional affiliations with minority serving institutions, Historically Black Colleges and Universities, Tribal colleges and universities, and Hispanic laden colleges, as well as Hispanic communities, national affinity groups and organizations. The St. Paul District will continue to build upon the relationship with the University of Puerto Rico – Mayaguez (UPRM) and attend their annual Hiring/Career Fair.

Continue to educate the St. Paul District leadership about recruitment strategies that incorporate the use of special hiring authorities focusing on the recruitment of individuals with disabilities (IWD), individuals with targeted disabilities (IWTD), and disabled veteran's (with

recruitment emphasis on 30% or more disabled veterans). Encourage managers to seek opportunities to hire disabled veterans, IWD, and IWTD by utilizing Direct Hire Authorities (DHA), Expedited Hiring Authority (EHA), VRA, 30% or more veterans preference authority, and Schedule "A" Appointment authority to fill critical and/or "hard to fill" positions in all pay schedules and grades throughout the District. The EEO Officer will provide quarterly updates to leadership to address the participation rates of women, minorities, and IWTD especially in Senior Level positions.

In FY-2021 the EEO Office will launch a quarterly "Count Me In" campaign to encourage employees to log into MyBiz and update self-identification of their Ethnicity Race Indicator (ERI) and disability status; the EEO Office will ensure all employees are provided with the most recent SF-256 form and explain the importance of identifying disability and targeted disability status, as well as the SF-181 form to ensure employees' ERI data is coded correctly. The EEO Office will conduct leadership and command briefings of EEO Annual Reports (MD-715, 462, DVAAP and FEORP reports) in addition to other data sources including Project Inclusion (PI), Defense Organizational Climate Survey (DEOCS), and the Federal Employee Viewpoint Survey (FEVS) to discuss the importance of accurate demographic data as it directly impacts recruitment strategies, and assists in evaluating triggers and uncovering barriers to equal employment opportunities.

The St. Paul District will continue to increase leadership commitment to Equal Employment Opportunity objectives to empower leaders to develop diversity action plans. These plans will be tailored to their teams to promote inclusion and influence the strength of diversity in conducting more assertive outreach to minority serving institutions (Historically Black Colleges and Universities (HBCU's), Tribal colleges, Hispanic laden colleges, etc.), middle/high school and educational establishments through Science, Technology, Engineering, and Mathematics (STEM) activities, and through participation and recruitment at career fairs.

Lastly, the EEO Office will continue to identify and report best practices, deficiencies, corrective actions, and recommendations to ensure statutory compliance and program accountability EEO program evaluation.

Strategic Activities and Actions Related to Hispanic Employment

The St. Paul District will utilize available resources to eliminate the underrepresentation of Hispanic men and women within the District and work towards achieving the MVP RCLF benchmarks and expected participation rates of 1.74% for Hispanic women and 2.49% for Hispanic men. The District will prioritize targeted recruitment at venues with high Hispanic participation rates in order to increase the diversity of the applicant pool from which to select a highly qualified candidate. Applicant pool analysis data is not available USACE wide. According to reports pulled from BOBI, the District promoted one (1) permanent Hispanic female employee, and two (2) temporary female Hispanic employees in FY-2020.

The District will encourage an active Hispanic Employment Program, and as with all Special Emphasis Programs, will focus on inclusion of their respective group at all grade levels

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and career programs at the District; bring more awareness to their respective culture and history; and to remove any stereotypes and attitudinal barriers that may impede equal employment opportunity. The EEO Office will integrate the Hispanic Employment Program Manager in affirmative employment activities wherever possible.

The St. Paul District will continue to partner with the University of Puerto Rico – Mayaguez (UPRM) and take part in a U.S. Army Corps of Engineers Outreach Program events. This university is the second largest campus in the UPR system and primary college for Agriculture, Engineering, and Science. The Bachelor's Degree curriculum at UPRM contains 40 hours more than the same Engineering program in the United States. The St. Paul District Engineering and Construction Division hired a Black, Civil Engineering graduate from the University of Puerto Rico – Mayaguez (UPRM) as a Department of Army (DA) Intern in FY-2020.

The EEO Office will encourage St. Paul District leadership to target local and out-of-state college job fairs with a significant Hispanic population, as well as the Hispanic Engineer National Achievement Awards Corporation (HENAAC), to further the District's targeted recruitment efforts. Additionally, Hispanic employees will continue to have equal opportunity to apply for mentorship opportunities and leadership development programs and assignments that are open to all District employees.

Strategic Activities or Actions Related to the Employment of People With Disabilities

Managers and supervisors are responsible for considering and identifying positions and opportunities to utilize hiring authorities (competitive and non-competitive) to attract and hire individuals with disabilities (IWD) and individuals with targeted disabilities (IWTD) as well as disabled veteran employees into the workforce. Continued training will be offered to St. Paul District management regarding the use of Direct Hire Authorities, including "Schedule A" Appointment Authority in FY-2021 to hire IWTD within Senior Level (GS-11 and above) positions.

The Agency participated in virtual job fairs, and community activities to include building strategic relationships with Community Veterans Services Officers which added to the slight increase of hiring 30% Disabled Veterans for FY-2020.

The St. Paul District has a strong relationship with the Workforce Recruitment Program (WRP) and received 2 slots to employ students/recent graduates with disabilities in FY-2020. Two female WRP interns worked at the District this past summer; one WRP intern was offered and accepted a temporary administrative assistant position with the possibility of conversion to a permanent hire in FY-2021 pending funding availability.

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The St. Paul District EEO Office was unable to establish an agency liaison to promote employment visibility through Wounded Warrior, Operation Warfighter, and Veterans Administration Programs within the community due to loss of personnel in EEO and CPAC in addition to the pandemic environment. The District hired a new EEO Officer in FY-2020 and will work closely with CPAC to promote these programs in FY-2021.

The St. Paul District EEO Office also plans to work with the USACE Buffalo District EEO Office in FY-2021 to establish a mentorship program that will be used to assist employees seeking advancement and career growth and will be available to all district employees.

Internal advancement opportunities include promotions, training, transfer, and continued education. The St. Paul District strives to employ fair and equitable advancement opportunities to ensure that all employees, considered for promotion, training and continued education are encouraged to identify training needs in the Individual Development Plan, (IDP). The IDP is used to identify training needs necessary to be successful in a current position and to be prepared for possible future advancement opportunities. All employees are encouraged to apply for advancement in accordance with procedures and policies outlined in the Merit Promotion Plan.

As of September 30, 2020, the St. Paul District employed 102 persons with disabilities (PWD) representing 15.08% of the total workforce, and 15 persons with targeted disabilities (PWTD) representing 2.21% of the total workforce. The St. Paul District employed 444 GS employees, or 65.68% of the workforce, within white-collar General Schedule (GS) occupations; 156 Federal Wage System (FWS) employees, or 23.08% of the total workforce, within blue-collar occupations within the WA, WG, and WY pay scales for Lock and Dam Operations, Lock and Dam Repair, and Maintenance Mechanic occupations, and 76 employees (11.24% of the total workforce) in Special Wage Rate schedules (XF, XH, and XG) for employees in occupations on floating plants.

The District employed 117 GS employees (26.35%) in grades GS-10 and below, of which 26 employees (22.22%) report a disability and 7 employees (5.98%) report a targeted disability. The District employed 327 employees (73.65%) in grades GS-11 and above, of which 45 employees (13.76%) report a disability and 5 employees (1.52%) report a targeted disability. The St. Paul exceeds the 12% federal goal for overall disability employment for both GS-10 and below as well as GS-11 and above; however, the District is slightly under the 2% goal for targeted disability GS-11 and above.

The District employed 135 (86.54%) employees in WA, WG, and WY GS-10 or below equivalent positions, of which 24 (17.78%) employees report a disability and 3 (2.22%) employees report a targeted disability. The District employed 21 (13.46%) employees in WA, WG, and WY GS-11 or above equivalent positions, of which 3 (14.29%) employees report a disability and 0 employees report a targeted disability. The St. Paul District exceeds the 12% federal goal for overall disability employment for GS-10 and below equivalent and GS-11 and above equivalent blue-collar employees and in Lock and Dam Operations, Lock and Dam Repair, and Maintenance Mechanic occupations; however, the District does not meet the 2%

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federal goal for targeted disability for GS-11 and above equivalent employees with a targeted disability in the WA, WG, and WY pay scales.

The District employed 29 (38.16%) employees in XF, XG, and XH GS-11 equivalent or above positions, of which 2 (6.90%) reported a disability and 0 employees reported a targeted disability. The District employed 47 (61.84%) employees in XF, XG, and XH GS-10 or below equivalent positions, of which 2 (4.26%) employees reported a disability and 0 employees reported a targeted disability. The St. Paul District fails to meet the 12% federal goal for overall disability employment and 2% goal for targeted disability for blue-collar employees in GS-10 and below equivalent and GS-11 and above equivalent employees on floating plants in the XF, XG, and XH pay scales.

Breakdown of St. Paul District Employees by Pay Scale Data

General Schedule (GS)

- 444 Total GS Employees
- 327 Employees in GS-11 and above
- 117 Employees in GS-10 or below

Special Wage Rate (WA, WG, WY) for Lock and Dam Operation and Maintenance Employees

WY-14, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) or Above Equivalent

WA-7, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) or Above Equivalent

WG-14, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) or Above Equivalent

- 156 Total WA, WG, and WY Employees
- 21 Employees in GS-11 or Above Equivalent
- 135 Employees in GS-10 or Below Equivalent

Special Wage Rate Schedules (XF, XG, XH) for Employees on Floating Plants

XF-14, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) Equivalent

XG-11, Step 1 is GS-11, Step 1 (\$33.08 St. Paul Area GS Scale) Equivalent

XH-7, Step 1 is GS-11, Step (\$33.08 St. Paul Area GS Scale) Equivalent

- 76 Total XF, XG, and XH Employees
- 29 Employees GS-11 or Above Equivalent
- 47 Employees GS-10 or Below Equivalent

St. Paul District Veteran Workforce Summary

As of 30 September 2020, the US Army Corps of Engineers St. Paul District employed a total workforce of 676 employees, of which 635 are permanent employees; 85 employees (12.57 % of the total workforce and 13.38% of the permanent workforce) were classified as being either

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10-point Disabled, 10-point Compensable, or 10-point/30 percent Compensable Disabled Veterans. 52 employees were categorized as 10-point/30 percent Compensable Disabled Veterans (7.69% of the total workforce and 8.18% of the permanent workforce). Additionally, the St. Paul District employed 4 (0.59% of the total workforce and 0.62%) Disabled Veterans with targeted disabilities in FY-2020. In FY-2019, the St. Paul District employed a total workforce of 622, of which 602 were permanent employees; 80 (12.86% of the total workforce and 13.28% of the permanent workforce) were classified as being either 10-point Disabled, 10-point Compensable, or 10-point/30 percent Compensable Disabled Veterans. 49 employees were categorized as 10-point/30 percent Compensable Disabled Veterans (7.87% of the total workforce and 8.13% of the permanent workforce). Additionally, the St. Paul District employed 6 (0.96% and 0.99%) Disabled Veterans with targeted disabilities. Changes to the total workforce population from FY-2019 to FY-2020 shows an increase in Civilian employees (54 or 8.68%). Furthermore, the St. Paul District promoted 8 (1.18% of the total workforce and 1.25% of the permanent workforce) Disabled Veterans in FY-2020.

The St. Paul District Commander continues to emphasize his support for employment of Disabled Veterans. Job announcements for vacancies contain statements regarding acceptance of applications from VEOA, VRA, and/or Compensable Veteran candidates to ensure that Disabled Veterans are provided appropriate consideration. Supervisors receiving outside referrals are carefully briefed on the requirements of Veteran's preference.

The St. Paul District EEO office has provided "Schedule A" information to Senior Leaders and plan to coordinate efforts with CPAC in FY-2021 to conduct training for the Senior Leaders with regard to the Schedule "A" Hiring Authority. CPAC continues to provide guidance to Selecting Officials in hiring Disabled Veterans using the VEOA, Schedule A, VRA, and 30% or more Special Hiring Authorities. All announcements using formal recruitment methods contain statements regarding acceptance of applications by VEOA, VRA, and/or compensable candidates (depending on the level of the job-different authorities apply). Managers can opt to announce a competitive vacancy through the Delegated Examining Unit (DEU) process, where veterans are given preferences of 5 or 10 points added to their score. EEO efforts to increase awareness of special hiring for disabled veterans will include EEO establishing an active liaison in FY-2021 with veteran's hospitals, vocational rehabilitation counselors, and expanding relationships with veteran's organizations which will be added value to the increased hiring of 30% Disabled Veterans. These initiatives will continue as an affirmative employment program goal for the recruitment and advancement of Disabled Veterans in FY-2021. The St. Paul District EEO Office will continue to monitor the participation rates and the transformation impact of Disabled Veterans.

AC-0075F

Defense Civilian Personnel Advisory Service
Alexandria, Virginia 22350-1100

Issue Date: 5 May 2020

SUBJECT: Special Wage Rate Schedules for Employees on Floating Plants (other than Hopper Dredges),
US Army Engineer District St Paul, Minnesota (MSP)

TO: US Army Engineer District St Paul, Minnesota (MSP)

The schedules shown below have been established under authority of DoD Instruction 5120.39, dated October 1, 2015, subject to the limitations contained in CPM 2019-26, dated 26 December 2019, and to be applied in accordance with the instructions of the Department.

XF		XF-Rates					XG-Rates					XH-Rates				
XG-XH	Grade	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	1	16.16	16.81	17.48	18.14	18.82	17.75	18.48	19.22	19.96	20.69	25.18	26.24	27.30	28.34	29.36
	2	17.72	18.45	19.19	19.92	20.65	19.48	20.29	21.08	21.90	22.73	26.75	27.86	28.96	30.06	31.21
	3	19.30	20.06	20.89	21.68	22.48	21.20	22.07	22.95	23.85	24.73	28.34	29.53	30.70	31.88	33.03
	4	20.85	21.69	22.56	23.44	24.30	22.90	23.86	24.80	25.75	26.71	29.90	31.12	32.35	33.59	34.85
	5	22.38	23.31	24.27	25.18	26.13	24.64	25.66	26.69	27.71	28.73	31.46	32.76	34.08	35.38	36.66
	6	23.97	24.98	25.94	26.95	27.95	26.36	27.44	28.54	29.64	30.73	33.01	34.40	35.76	37.12	38.50
	7	25.50	26.59	27.67	28.72	29.74	28.05	29.25	30.39	31.57	32.76	34.19	35.66	37.11	38.48	39.93
	8	26.63	27.72	28.88	29.98	31.05	29.30	30.51	31.74	32.98	34.19	35.34	36.79	38.35	39.74	41.23
	9	27.78	28.94	30.05	31.30	32.43	30.52	31.85	33.10	34.37	35.66	36.46	37.97	39.49	40.99	42.50
	10	28.97	30.14	31.39	32.58	33.79	31.85	33.19	34.52	35.86	37.18	37.67	39.23	40.80	42.37	43.94
	11	30.16	31.42	32.68	33.95	35.22	33.23	34.60	35.99	37.41	38.76	38.42	40.02	41.58	43.24	44.81
	12	31.24	32.62	33.91	35.23	36.52	34.43	35.91	37.29	38.77	40.18	39.55	41.18	42.81	44.45	46.09
	13	32.38	33.78	35.10	36.42	37.86	35.69	37.20	38.68	40.15	41.66	40.91	42.59	44.31	46.02	47.66
	14	33.47	34.89	36.33	37.69	39.15	36.91	38.42	40.01	41.53	43.11	42.46	44.29	46.06	47.85	49.60
	15	34.65	36.14	37.60	38.97	40.53	38.18	39.74	41.37	43.01	44.54	43.80	45.60	47.42	49.24	51.06
	16											45.20	47.06	48.95	50.82	52.69
	17											46.80	48.72	50.67	52.62	54.55
	18											48.53	50.57	52.59	54.59	56.62
	19											45.62	47.52	49.42	51.32	53.22

KARL H. FENDT
Chief
Wage and Salary Division

Order Date: 3 March 2020
Effective Date: 10 May 2020
Supersedes Schedule Issued 7 May 2019

AC-0075L

Defense Civilian Personnel Advisory Service
Alexandria, Virginia 22350-1100

Issue Date: 5 May 2020

SUBJECT: Special Federal Wage System Schedules for Lock and Dam Operation and Maintenance Employees,
US Army Engineer District St Paul, Minnesota (MSP)

TO: US Army Engineer District St Paul, Minnesota (MSP)

The schedules shown below have been established under authority of DoD Instruction 5120.39, dated October 1, 2015, subject to the limitations contained in CPM 2019-26, dated 26 December 2019, and are to be applied in accordance with the provisions of 5 CFR Part 532 to all installations listed on the reverse side.

WY		WY-Rates					WO-Rates					WA-Rates				
WO-WA	Grade	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
	1	16.16	16.81	17.48	18.14	18.82	17.75	18.48	19.22	19.96	20.69	25.18	26.24	27.30	28.34	29.36
	2	17.72	18.45	19.19	19.92	20.65	19.48	20.29	21.08	21.90	22.73	26.75	27.86	28.96	30.06	31.21
	3	19.30	20.06	20.89	21.68	22.48	21.20	22.07	22.95	23.85	24.73	28.34	29.53	30.70	31.88	33.03
	4	20.85	21.69	22.56	23.44	24.30	22.90	23.86	24.80	25.75	26.71	29.90	31.12	32.35	33.59	34.85
	5	22.38	23.31	24.27	25.18	26.13	24.64	25.66	26.69	27.71	28.73	31.46	32.76	34.08	35.38	36.66
	6	23.97	24.98	25.94	26.95	27.95	26.36	27.44	28.54	29.64	30.73	33.01	34.40	35.76	37.12	38.50
	7	25.50	26.59	27.67	28.72	29.74	28.05	29.25	30.39	31.57	32.76	34.19	35.66	37.11	38.48	39.93
	8	26.63	27.72	28.88	29.98	31.05	29.30	30.51	31.74	32.98	34.19	35.34	36.79	38.35	39.74	41.23
	9	27.78	28.94	30.05	31.30	32.43	30.52	31.85	33.10	34.37	35.66	36.46	37.97	39.49	40.99	42.50
	10	28.97	30.14	31.39	32.58	33.79	31.85	33.19	34.52	35.86	37.18	37.67	39.23	40.80	42.37	43.94
	11	30.16	31.42	32.68	33.95	35.22	33.23	34.60	35.99	37.41	38.76	38.42	40.02	41.58	43.24	44.81
	12	31.24	32.62	33.91	35.23	36.52	34.43	35.91	37.29	38.77	40.18	39.55	41.18	42.81	44.45	46.09
	13	32.38	33.78	35.10	36.42	37.86	35.69	37.20	38.68	40.15	41.66	40.91	42.59	44.31	46.02	47.66
	14	33.47	34.89	36.33	37.69	39.15	36.91	38.42	40.01	41.53	43.11	42.46	44.29	46.06	47.85	49.60
	15	34.65	36.14	37.60	38.97	40.53	38.18	39.74	41.37	43.01	44.54	43.80	45.60	47.42	49.24	51.06
												16	45.20	47.06	48.95	50.82
												17	46.80	48.72	50.67	52.62
												18	48.53	50.57	52.59	54.59
												19	45.62	47.52	49.42	51.32

KARL H. FENDT
Chief
Wage and Salary Division

Order Date: 3 March 2020
Effective Date: 10 May 2020
Supersedes Schedule Issued 7 May 2019

AC-0075R

Defense Civilian Personnel Advisory Service
Alexandria, Virginia 22350-1100

Issue Date: 5 May 2020

SUBJECT: Federal Wage System Regular and Special Production Facilitating Wage Rate Schedules
for the Minneapolis-St Paul, Minnesota (MSP) Wage Area

TO: Commanding Officers of Military Departments and DoD Component Installations in the Area

The schedules shown below have been established under authority of DoD Instruction 5120.39, dated October 1, 2015, subject to the limitations contained in CPM 2019-26, dated 26 December 2019. Rates are established as required by 5 USC 5343(d), if applicable, and are to be applied in accordance with the provisions of 5 CFR Part 532 to all employees whose official duty station is located within the geographic boundary of the wage area definition shown on the reverse side.

WG		WG-Rates					WL-Rates					WS-WD-WN Rates					WD-WN
WL-WS		1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	Pay Level
Grade																	
1	16.16	16.81	17.48	18.14	18.82	17.75	18.48	19.22	19.96	20.69	25.18	26.24	27.30	28.34	29.36		
2	17.72	18.45	19.19	19.92	20.65	19.48	20.29	21.08	21.90	22.73	26.75	27.86	28.96	30.06	31.21		
3	19.30	20.06	20.89	21.68	22.48	21.20	22.07	22.95	23.85	24.73	28.34	29.53	30.70	31.88	33.03	1	
4	20.85	21.69	22.56	23.44	24.30	22.90	23.86	24.80	25.75	26.71	29.90	31.12	32.35	33.59	34.85	2	
5	22.38	23.31	24.27	25.18	26.13	24.64	25.66	26.69	27.71	28.73	31.46	32.76	34.08	35.38	36.66	3	
6	23.97	24.98	25.94	26.95	27.95	26.36	27.44	28.54	29.64	30.73	33.01	34.40	35.76	37.12	38.50	4	
7	25.50	26.59	27.67	28.72	29.74	28.05	29.25	30.39	31.57	32.76	34.19	35.66	37.11	38.48	39.93	5	
8	26.63	27.72	28.88	29.98	31.05	29.30	30.51	31.74	32.98	34.19	35.34	36.79	38.35	39.74	41.23	6	
9	27.78	28.94	30.05	31.30	32.43	30.52	31.85	33.10	34.37	35.66	36.46	37.97	39.49	40.99	42.50	7	
10	28.97	30.14	31.39	32.58	33.79	31.85	33.19	34.52	35.86	37.18	37.67	39.23	40.80	42.37	43.94	8	
11	30.16	31.42	32.68	33.95	35.22	33.23	34.60	35.99	37.41	38.76	38.42	40.02	41.58	43.24	44.81	9	
12	31.24	32.62	33.91	35.23	36.52	34.43	35.91	37.29	38.77	40.18	39.55	41.18	42.81	44.45	46.09	10	
13	32.38	33.78	35.10	36.42	37.86	35.69	37.20	38.68	40.15	41.66	40.91	42.59	44.31	46.02	47.66	11	
14	33.47	34.89	36.33	37.69	39.15	36.91	38.42	40.01	41.53	43.11	42.46	44.29	46.06	47.85	49.60		
15	34.65	36.14	37.60	38.97	40.53	38.18	39.74	41.37	43.01	44.54	43.80	45.60	47.42	49.24	51.06		
										WS-16	45.20	47.06	48.95	50.82	52.69		
										WS-17	46.80	48.72	50.67	52.62	54.55		
										WS-18	48.53	50.57	52.59	54.59	56.62		
										WS-19	45.62	47.52	49.42	51.32	53.22		

KARL H. FENDT
Chief
Wage and Salary Division

Order Date: 3 March 2020
Effective Date: 10 May 2020
Supersedes Schedule Issued 7 May 2019

**DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS**



**Disabled Veterans Accomplishment Report
Fiscal Year 2020
and
Certification for Fiscal Year 2021**

**U. S. ARMY CORPS OF ENGINEERS
DISABLED VETERANS AFFIRMATIVE
ACTION PROGRAM PLAN ACCOMPLISHMENT REPORT FY-2020**

**Annual Disabled Veterans Affirmative Action Program Plan for FY-2020
(DVAAP)**

Plan Certification - FY-2021

IDENTIFYING INFORMATION

A. Name and Address of the Agency:


US Department of the Army
US Army Corps of Engineers (USACE)
ATTN: Equal Employment Opportunity Office, St. Paul District
167 North Main Street, B-202
180 5th Street East
Suite 700
St. Paul, MN 55101-1678

B. Name and Title of Designated DVAAP Official (Include address, if different from above), Telephone/Fax #s:

Courtney A. Emmerich
Chief, Equal Employment Opportunity Office
Telephone: (651) 290-5382

CERTIFICATION: I certify that the above named agency; (1) has current DISABLED VETERANS AFFIRMATIVE ACTION PROGRAM (DVAAP) plan and the program is being implemented as required by 38 U. S. C. 4214, as amended, and appropriate regulations and guidance issued by the U.S. Office of Personnel Management; (2) that all field offices or installations having less than 500 employees are covered by a DVAAP plan; (3) that all field offices or installations having 500 or more employees are covered either by this plan or by a local plan; and (4) that such plans are available upon request from field offices or installations.

COMMANDER'S SIGNATURE _____


Digitally signed by
JANSEN.KARL.DAVID
.1153640617
Date: 2020.11.04
10:39:17 -06'00'

**Karl D. Jansen
COL, EN
Commanding**

Date: 04 NOV 2020

**U. S. ARMY CORPS OF ENGINEERS
DISABLED VETERANS AFFIRMATIVE
ACTION PROGRAM PLAN ACCOMPLISHMENT REPORT FY-2020**

I. PURPOSE AND BACKGROUND

Agencies in the Federal Government are required to have an affirmative action program for the recruitment, employment, and advancement of Disabled Veterans. The law requires agencies to develop annual Disabled Veterans Affirmative Action Program (DVAAP) Plans. This plan establishes policies, responsibilities and procedures for the U.S. Army Corps of Engineer's Affirmative Employment Plan for Disabled Veterans. The plan is specifically designed to foster employment and advancement of Disabled Veterans with particular emphasis on the 30% Disabled Veterans.

Each year, agencies must submit DVAAP accomplishment reports to the Office of Personnel Management (OPM). The accomplishment reports must describe agency efforts to promote the maximum employment and job advancement opportunities for Disabled Veterans as well as certain Veterans of the Vietnam era and of the post-Vietnam era, who are qualified for such employment and advancement. As part of their submission package, each agency must include a signed statement certifying that the agency has an up to date DVAAP plan.

Agency submissions are reviewed to determine if they are consistent with the applicable law and regulations, and an Annual Report to Congress on the employment of Veterans in the Federal Government is submitted by the OPM.

In accordance with Title 5, of the Code of Federal Regulations, Part 720, subpart C, and 38 United States Code, section 4214, the USACE is required to develop an annual DVAAP Action Plan. The USACE DVAPP plan for FY-2020 is effective for the time period of 1 October 2019 through 30 September 2020 and is available upon request at the St. Paul District EEO Office at (651) 290-5382.

By regulation, agency DVAAP plans must include the following:

A statement of agency policy with regard to the employment and advancement of Disabled Veterans, especially those who are 30% or more Disabled; the name and title of the official assigned overall responsibility for the development and implementation of the plan; an assessment of the current status of Disabled Veteran employment within the agency with emphasis on those Veterans who are 30 percent or more Disabled; a description of recruitment methods which will be used to seek out Disabled Veteran applicants, including special steps to be taken to recruit Veterans who are 30 percent or more Disabled; a description of how the agency will provide internal advancement opportunities for Disabled Veterans; and a description of how the agency will monitor, review, and evaluate its planned efforts.

II. SCOPE

This plan applies to Disabled Veterans who are employed by, or are seeking employment with, the U. S. Army Corps of Engineers, St. Paul District.

**U. S. ARMY CORPS OF ENGINEERS
DISABLED VETERANS AFFIRMATIVE
ACTION PROGRAM PLAN ACCOMPLISHMENT REPORT FY-2020**

III. PROGRAM RESPONSIBILITIES

Managers and Supervisors are responsible for demonstrating full and positive support for and participation in, the implementation of this plan. They must ensure that Disabled Veterans receive full consideration for training opportunities and that Individual Development Plans (IDP) are developed and maintained for everyone.

The Civilian Personnel Advisory Center (CPAC) is responsible for providing information and assistance to Disabled Veterans applying for employment at any District or office within the USACE. Advise management on matters involving the employment of Disabled Veterans and monitor hiring authorities for employment, placement, advancement, and retention of Disabled Veterans.

The Equal Employment Opportunity (EEO) Officers/Managers provide leadership and coordinate the efforts and resources of the EEO staff to carry out the following responsibilities:

- (1) Implementing the Disabled Veterans Program in accordance with applicable laws and regulations;
- (2) Providing guidance and assistance to Commanders, Managers and Supervisors in the implementation of this plan; and
- (3) Conducting program analysis and evaluating the representation of Disabled Veterans in the work force.

IV. ST. PAUL DISTRICT FY-20 VETERANS WORKFORCE

As of 30 September 2020, the US Army Corps of Engineers St. Paul District employed a total workforce of 676 employees, of which 635 are permanent employees; 85 employees (12.57 % of the total workforce and 13.38% of the permanent workforce) were classified as being either 10-point Disabled, 10-point Compensable, or 10-point/30 percent Compensable Disabled Veterans. 52 employees were categorized as 10-point/30 percent Compensable Disabled Veterans (7.69% of the total workforce and 8.18% of the permanent workforce). Additionally, the St. Paul District employed 4 (0.59% of the total workforce and 0.62% of the permanent workforce) Disabled Veterans with targeted disabilities in FY-2020. In FY-2019, the St. Paul District employed a total workforce of 622, of which 602 were permanent employees; 80 (12.86% of the total workforce and 13.28% of the permanent workforce) were classified as being either 10-point Disabled, 10-point Compensable, or 10-point/30 percent Compensable Disabled Veterans. 49 employees were categorized as 10-point/30 percent Compensable Disabled Veterans (7.87% of the total workforce and 8.13% of the permanent workforce). Additionally, the St. Paul District employed 6 (0.96% and 0.99%) Disabled Veterans with targeted disabilities. Changes to the total workforce population from FY-2019 to FY-2020 shows an increase in Civilian employees (54 or 8.68%). Furthermore, the St. Paul District promoted 8 (1.18% of the total workforce and 1.25% of the permanent workforce) Disabled Veterans in FY-2020.

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DISABLED VETERANS AFFIRMATIVE
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The District continues to build relationships with veteran's programs including ROTC outreach detachments in Minnesota, North Dakota, and South Dakota. The District also has partnerships with the American Legion, Veterans of Foreign Wars Organizations, and Veterans Community Services Officers to promote disabled veteran employment. The St. Paul Deputy Commander has mentored 5 veterans including ROTC cadets, current National Guard, Reserve employees, and retired Officers promoting employment with the St. Paul District; 2 of the mentees were offered internships with the St. Paul District, and both were offered part-time work during the school year and one Cadet has accepted this part-time work offer. Additionally, MVP Locks and Dams have worked to engage veteran employees by increasing pay from their service GI Bill benefits and additional benefits that are available to them as a matching program from the state in order to increase the employment of veterans.

V. RECRUITMENT AND EMPLOYMENT METHODS

St. Paul District Managers, Selecting Officials (SO), and Human Resource Officials (HRO) continue to use special hiring authorities to Non-Competitively appoint Veterans who are 30% or more disabled. Guides on "The ABC's of Schedule A for Hiring Officials, Disability Program Managers and HR Professionals" are made available to equip the officials with information to recruit and hire Individuals with Disabilities (IWD), to include Disabled Veterans. While many supervisors throughout the St. Paul district reported not using special hiring authorities other than Direct Hire Authority for STEM positions, managers, supervisors, and SO's are strongly encouraged to open recruitment actions to the widest areas of consideration possible for all positions, including recruitment activities at career fairs, and to use the Veterans Recruitment Appointment (VRA), Veterans Employment Opportunities Act (VEOA), the 30% or more Compensable Veteran's appointment authority, and the Delegated Examining Unit (DEU). These hiring authorities are listed in the most current version of the 2018 St. Paul District Human Capital Management Plan.

The St. Paul District continues to participate in several job fairs seeking to diversify the applicant pool. While COVID-19 impacted many career fairs in FY-2020, the District accomplished its recruiting efforts by following the 2018 Human Capital Management Plan and through the following recruitment activities:

- The CEMVP-EC participated in 8 virtual college career fairs in the region during the month of September 2020. Engineering and Construction Management reported the Direct Hire Authority (DHA) for GS-0810-5/7/9/11/12 positions were used in conjunction with the hiring fairs to streamline the hiring process.

- CEMVP-EC sent a representative to participate in the American Indians in Science and Engineering Society conference during the first quarter of FY-2020.

- CEMVP-EC sent a representative to participate in the Black Engineer of the Year Award conference career fair.

- Lock and Dam 6 reported attending a career fair in Winona, MN to present opportunities with the Corps of Engineers.

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DISABLED VETERANS AFFIRMATIVE
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- Lock and Dam 5a reported filling a temporary position with a veteran in FY-2020.
- The Office of Counsel reported hiring veteran attorney in FY-2020.
- The Physical report branch reported promoting a job opportunity for the Plant and Facility Manager position at a University of Winona career fair.
- Lock and Dam #1 reported hiring two disabled veterans recruited from the VA and Army in FY-2020.
- Lock and Dam #9 reported hiring a combat veteran for a temporary Operator position.
- Lock and Dam #10 reported utilizing Veterans hiring preference for vacancies and stated their primary focus has been cultivating professional relationships with local veterans' groups and Community Veterans Services Officers (CVSO's) to increase dispersion and diversify the candidate pool.
- The Public Affairs Office reported hiring two schedule A applicants for positions in FY-2020.

VI. METHODS USED TO PROVIDE OR IMPROVE INTERNAL ADVANCEMENT OPPORTUNITIES FOR DISABLED VETERANS.

Internal advancement opportunities include promotions, training, transfer, and continued education. The St. Paul District strives to employ fair and equitable advancement opportunities to ensure that all employees, considered for promotion, training and continued education are encouraged to identify training needs in the Individual Development Plan, (IDP). The IDP is used to identify training needs necessary to be successful in a current position and to be prepared for possible future advancement opportunities. All Veterans hired are encouraged to apply for advancement in accordance with procedures and policies outlined in the Merit Promotion Plan.

St. Paul District advancement opportunities and positions are solicited internally as well as through USA Jobs and Department of the Army websites using the merit promotion and delegated examining processes which allows for the application of Veterans preference and the special military hiring authorities. The EEO office solicited feedback from all MVP supervisors seeking accomplishments in the recruitment, promotion, and/or advancement of disabled veterans and one office reported the promotion of a 10-point/30 percent compensable disabled veteran in FY-2020.

VII. SPECIFIC EFFORTS AND ACCOMPLISHMENTS IN PROVIDING DEVELOPMENT AND FORMAL TRAINING OPPORTUNITIES FOR VETERANS

The St. Paul District provides training and developmental opportunities to ensure employees continue to maintain their technical competencies as well as overall professional skills and abilities. District Command emphasizes that all Supervisors regularly meet with their employees and establish IDPs and their Mission Essential Task List (METL) requirements. The District employees, including Veterans are encouraged to apply for the long term training opportunities that are offered through the Army Career Development Program (ACDP), Leadership and Development

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Programs within Districts and Divisions as well as opportunities announced by Headquarters, U. S. Army Corps of Engineers.

St. Paul District management has a strong focus on internal advancement opportunities for all employees. District employees, including disabled veterans, are encouraged to participate in developmental opportunities including: Tier 1 Leadership Development Program, Tier 2 Leadership Development Program, Tier 3 Leadership Development Program, Mississippi Division Emerging Leader Program, St. Paul District Academic Degree Training Program, Mississippi Valley Division (MVD) Regional Integration Team (RIT) Developmental Assignment, MVP Lockmaster Development Program, and the Planning Associates Program.

**VIII. MONITORING, REVIEW AND EVALUATION OF ARMY COMMAND (ACOM).
ARMY SERVICE COMPONENT COMMANDS AND DIRECT REPORTING UNITS (IRA)
PROGRAMS**

The St. Paul District EEO officials in coordination with CPAC and MVP leadership are responsible for the Command's DVAAP Plans and Certification and Accomplishment Reports, to include the consolidation of the individual organizations' activity data into their plans. This responsibility also includes monitoring and tracking accomplishments in meeting the objectives of the DVAAP, as well as periodically updating leadership on the statistical representation of disabled veteran employees.

The Equal Employment Opportunity (EEO) Office informs the agency's managers and St. Paul District CPAC of the responsibilities for employing and advancing Disabled Veterans using recurring Command and Staff meetings, monthly EEO and CPAC coordination meetings, and annual Diversity Data Report requests (to be retrieved quarterly in FY-2021).

The EEO Manager provides St. Paul District management with a comprehensive look at the essential elements of a model EEO program at the annual State of the Agency Equal Employment Opportunity (EEO) Program Briefing.

The District's EEO Office routinely obtains statistical and Veteran specific data from the Business Objects/Business Intelligence (BOBI), which is utilized for statistical monitoring, reviewing, and evaluating employees' demographic data. Through BOBI, the EEO Office routinely obtains statistical and Veteran specific data by Ethnicity Race Indicator (ERI), Gender, Veteran status, Compensable Veteran status, and Veterans who are 30% or more disabled.

**IX. DESCRIPTION OF PROGRESS IN ACHIEVING FY-2020 DVAAP PLAN
STRATEGY**

The St. Paul District Commander continues to emphasize his support for employment of Disabled Veterans. Job announcements for vacancies contain statements regarding acceptance of applications from VEOA, VRA, and/or Compensable Veteran candidates to ensure that Disabled Veterans are provided appropriate consideration. Supervisors receiving outside referrals are carefully briefed on the requirements of Veteran's preference.

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The St. Paul District EEO office has provided Schedule A information to Senior Leaders and plan to coordinate efforts with CPAC in FY-2021 to conduct training for the Senior Leaders with regard to the Schedule “A” Hiring Authority. CPAC continues to provide guidance to Selecting Officials in hiring Disabled Veterans using the VEOA, Schedule A, VRA, and 30% or more Special Hiring Authorities. All announcements using formal recruitment methods contain statements regarding acceptance of applications by VEOA, VRA, and/or compensable candidates (depending on the level of the job-different authorities apply). Managers can opt to announce a competitive vacancy through the Delegated Examining Unit (DEU) process, where veterans are given preferences of 5 or 10 points added to their score. EEO efforts to increase awareness of special hiring for disabled veterans will include EEO establishing an active liaison in FY-2021 with veteran’s hospitals, vocational rehabilitation counselors, and expanding relationships with veteran’s organizations which will be added value to the increased hiring of 30% Disabled Veterans. These initiatives will continue as an affirmative employment program goal for the recruitment and advancement of Disabled Veterans in FY-2021. The St. Paul District EEO Office will continue to monitor the participation rates and the transformation impact of Disabled Veterans.

X. DESCRIPTION OF COORDINATING EFFORTS WITH THE US ARMY WOUNDED WARRIOR PROGRAM, OPERATION WARFIGHTER, AND THE WORKFORCE RECRUITMENT PROGRAM

During FY-2020, the St. Paul District did not establish an agency liaison for the Wounded Warrior Program, or the Operation Warfighter program as planned. The EEO office will coordinate with the St. Paul District CPAC office to establish a liaison and promote the recruitment of Disabled Veterans through these resources in FY-2021.

The District has a strong relationship with the Workforce Recruitment Program (WRP) and received 2 slots to employ students/recent graduates with disabilities; the program is not exclusive to veterans but could also be used to hire veterans with disabilities.

XI. IDENTIFY BEST PRACTICES; CITE ANY REASONS FOR LACK OF PROGRESS IN IMPLEMENTING YOUR FY-2020 DVAAP PLAN; AND STATE THE STRATEGY TO MITIGATE IMPEDIMENTS FOR FY-2021.

The best practice that continues to be proven to be successful within the St. Paul District has been the education of Managers and Supervisors to ensure their familiarity with and utilization of the special hiring authorities for employment of Disabled Veterans.

The Agency participated in virtual job fairs, and community activities to include building strategic relationships with Community Veterans Services Officers which added to the slight increase of hiring 30% Disabled Veterans for FY-2020.

The St. Paul District EEO Office was unable to establish an agency liaison to promote employment visibility through Wounded Warrior, Operation Warfighter, and Veterans Administration Programs within the community due to loss of personnel in EEO and CPAC in addition to the pandemic environment. The St. Paul District hired a new EEO Officer in FY-2020 and will work closely with the District CPAC to promote these programs in FY-2021. The St. Paul District EEO Office also

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plans to work with the Buffalo District EEO Office in FY-2021 to establish a mentorship program that will be used to assist employees seeking advancement and career growth and will be available to all district employees.

Monitoring and evaluation are accomplished through the efforts of the EEO Manager, Disability Program Manager, and CPAC. The St. Paul District EEO Office plans to re-establish the Special Emphasis Program Committee (SEPC) in FY-2021 to designate focal point coordinators who will work to improve the Disabled Veterans' program and community relationships.

The District's primary goal for FY-2021, is for the EEO Office to build a strong and coordinated effort with the District CPAC to improve the "Strategic Recruitment Conversation" to ensure all hiring managers are provided a pamphlet discussing the various veterans programs and hiring authorities that are available to them to promote the recruitment and advancement of Disabled Veterans. Additionally, the EEO Office will continue to utilize the BOBI to perform a comprehensive and recurring assessment of the success of the command's DVAAP through data analysis. To ensure data integrity, the EEO Office will send quarterly reminders to the MVP workforce in FY-2021 to log into MyBiz and update their disability status to ensure we are accurately capturing employees/veterans with disabilities in the St. Paul District workforce. The EEO Office will also seek to implement a barrier analysis committee with executive leadership to identify if barriers to Disabled Veterans exist within our organization and quarterly management input regarding DVAAP accomplishments. These assessments will determine if our current plan is sufficient to meet the spirit of the program and if any changes or enhancements are necessary. The annual EEOC MD-715 Report, which also includes goals and action items related to the increase in recruitment of veterans, will also be refined to reflect the progress or lack thereof in Veterans' participation rates.

Disabled Veterans Affirmative Action Program (DVAAP) Plan and Certification

1. Agency				2. FY	
3. POC Name			4. Phone		
5. A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)					
6. OPM DVAAP Manager Official Use Only: Did agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?					
Yes	Somewhat	No			

7. An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled (Attach supporting graphs/charts if needed)

8. Total # Employees		9. # Of Veterans		10. # Of Disabled Veterans		11. # Of 30% Or More Disabled Veterans	
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--	--	--	--	--	--	--	--

12. OPM DVAAP Manager Official Use Only: Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?

Yes	Somewhat	No	
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13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled (Attach supporting addendums if needed)

--	--	--	--

14. OPM DVAAP Manager Official Use Only: Did agency provide a description of recruiting methods that they will use to seek out disabled veterans?

Yes	Somewhat	No	
-----	----------	----	--

15. OPM DVAAP Manager Official Use Only: Did agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?

Yes	Somewhat	No	
-----	----------	----	--

16. A description of how the agency will provide or improve internal advancement opportunities for disabled veterans (Attach supporting addendums if needed)

17. OPM DVAAP Manager Official Use Only: Did agency provide a description of how they will provide internal advancement opportunities for disabled veterans?

Yes	Somewhat	No	
-----	----------	----	--

18. OPM DVAAP Manager Official Use Only: If needed, is there a plan of how the agency will improve internal advancement opportunities for disabled veterans?

Yes	Somewhat	No	Not Needed	
-----	----------	----	------------	--

19. A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans (Attach supporting addendums if needed)

20. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans? (Not Applicable for agencies that do not have operating components or field installations)

Yes	Somewhat	No	Not Applicable	
-----	----------	----	----------------	--

21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan (Attach supporting addendums if needed)

22. OPM DVAAP Manager Official Use Only: Did agency provide a description on how they will monitor, review and evaluate its planned efforts? (If applicable as well as for major operating components and field installations)

Yes

Somewhat

No

**23. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

Plan Certification

The plans shall cover a time period of not less than one year, and may cover a longer period if concurrent with the agency's Section 501(b) Plan. Each plan must specify the period of time it covers.

Agency must have a plan covering all of its operating components and field installations. The plan shall include instructions assigning specific responsibilities on affirmative actions to be taken by the agency's operating components and field installations to promote the employment and advancement of disabled veterans. OPM must be informed when headquarters offices require plans at the field or installation level.

Agency operating components and field installations must have a copy of the plan covering them, and must implement their responsibilities under the plan. OPM may require operating components and field installations to develop separate plans in accordance with program guidance and/or instructions.

Certification

The below certification indicates that the program is being implemented as required by 5 CFR Part 720, Subpart C and appropriate guidance issued by the U.S. Office of Personnel Management. Additionally, this agency has a current plan as required by the regulation.

Please type or print clearly. After an original signature is obtained, scan and return this sheet.

24. Dates of the Period of Time the Plan is Covered		From		To	
25. Agency Name					
26. DVAAP POC's Name					
27. Title					
28. Telephone Number			29. Email		
30. Date Plan Last Amended			31. Date Effective		
32. DVAAP Certifying Official's Name					
33. Title					
34. Telephone Number			35. Email		
36. DVAAP Certifying Official Signature			37. Date		

Agency Disabled Veterans Affirmative Action Program Plan and Certification Electronic Reporting Instructions

General Instructions:

1. Complete all items and questions in the forms field.
2. Electronic Requirements – Agency should only submit data for what they are planning to do for the next Fiscal Year in accordance with the minimal requirements of the plan content from Title 5 CFR Part 720 Subpart C, which is provided on this form.
3. Collection of plan data requires a completed plan data element that has been recorded to be used throughout the Fiscal Year. Plans may vary from agency to agency. This form provides conformity and standardization for the minimal required core data. The forms have limited characters so agency may attach addendums when needed, if the form does not allow you to capture the data completely.

DVAAP Plan and Certification Information

1. **Agency** – Provide the name of the agency.
2. **FY** – Provide the Fiscal Year of which the plan will be covered under. If the plan is covering more than one year capture it in the form field, as seen on the following example: 2016-2018.
3. **POC Name** – Provide the name of the point of contact.
4. **Phone** – Provide the phone number of point of contact.
5. **A statement of the agency's policy with regard to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled** – Provide a statement of the agency's policy in regards to the employment and advancement of disabled veterans, especially those who are 30 percent or more disabled. You may attach supporting addendums if the information provided pertains to the requirement.
6. **Did agency provide a policy outline in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled?** – OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a policy in regards to the employment and advancement of disabled veterans, especially those that are 30 percent or more disabled.
7. **An assessment of the current status of disabled veteran employment within the agency, with emphasis on those veterans who are 30 percent or more disabled -** Provide an assessment of the current status within the agency of the total amount of employees, veterans, disabled veterans and emphasizing those veterans who are 30 percent or more disabled. You may attach supporting graphs, charts, and addendums if the information provided pertains to the requirement.
8. **# of Employees** – Provide the total number of employees within the agency.
9. **# of Veterans** – Provide the total number of veterans within the agency.
10. **# of Disabled Veterans** - Provide the total number of disabled veterans within the agency.

- 11. # of 30% or More Disabled Veterans** – Provide the total number of 30% or more disabled veterans within the agency.
- 12. Did agency provide an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled?** – OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided an assessment of the current status of disabled veterans, especially those that are 30 percent or more disabled.
- 13. A description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled** – Provide a description of recruiting methods which will be used to seek out disabled veteran applicants, including special steps to be taken to recruit veterans who are 30 percent or more disabled. You may attach supporting addendums if the information provided pertains to the requirement.
- 14. Did your agency provide a description of recruiting methods that they will use to seek out disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a description of recruiting methods that they will use to seek out disabled veterans.
- 15. Did your agency provide special steps that would be taken to recruit 30 percent or more disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided special steps that would be taken to recruit 30 percent or more disabled veterans.
- 16. A description of how the agency will provide or improve internal advancement opportunities for disabled veterans** – Provide a description of how the agency will provide or improve internal advancement opportunities for disabled veterans. You may attach supporting addendums if the information provided pertains to the requirement.
- 17. Did your agency provide a description of how they will provide internal advancement opportunities for disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a description of how they will provide internal advancement opportunities for disabled veterans.
- 18. If needed, is there a plan of how your agency will improve internal advancement opportunities for disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat”, “No”, or “Not Needed” to indicate if agency provided a description of how they will improve internal advancement opportunities for disabled veterans.
- 19. A description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans** – Provide a description of how the agency will inform its operating components and field installations, on a regular basis, of their responsibilities for employing and advancing disabled veterans. You may attach supporting addendums if the information provided pertains to the requirement. For agencies that do not have operating components or field installations, state in the form field N/A.

- 20. Did your agency provide a description on how they will inform their operating components and field installations, on responsibilities such as the employment and advancement of disabled veterans?** - OPM DVAAP Manager should click on “Yes”, “Somewhat”, “No”, or “Not Applicable” to indicate if agency provided a description on how they will inform their operating components and field installations on a regular basis, on responsibilities such as the employment and advancement of disabled veterans. Not Applicable for agencies that do not have operating components or field installations.
- 21. A description of how the agency will monitor, review, and evaluate its planned efforts, including implementation at operating component and field installation levels during the period covered by the plan** – Provide a description of how the agency will monitor, review, and evaluate its planned efforts, if applicable, including implementation at operating component and field installation levels during the period covered by the plan. You may attach supporting addendums if the information provided pertains to the requirement.
- 22. Did your agency provide a description on how they will monitor, review and evaluate its planned efforts?** OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provides a description on how they will monitor, review and evaluate its planned efforts.
- 23. POC’s Name, Email, and Phone Number of Operating Components and Field Installations** – If applicable provide point of contact’s name, email, and phone number of operating components and field installations.
- 24. Dates of the Period of Time the Plan is Covered** – Provide the start date of the plan and the end date of the plan.
- 25. Agency Name** – Provide the name of the agency.
- 26. DVAAP POC’s Name** – Provide the DVAAP point of contact’s name.
- 27. Title** – Provide the title of the point of contact.
- 28. Telephone Number** – Provide the phone number of the point of contact.
- 29. Email** – Provide the email of the point of contact.
- 30. Date Plan Last Amended** – Provide the date of when the plan was last amended.
- 31. Date Effective** – Provide the date when the plan is effective.
- 32. DVAAP Certifying Official’s Name** – Provide the DVAAP Certifying Official’s name.
- 33. Title** – Provide the title of the DVAAP Certifying Official.
- 34. Telephone Number** – Provide the phone number of the DVAAP Certifying Official.
- 35. Email** – Provide the email of the DVAAP Certifying Official.
- 36. DVAAP Certifying Official Signature** – DVAAP Certifying Official must provide an electronic signature or print out the page and hand sign the plan certification.
- 37. Date** – Provide the date that plan was signed.

DoD Component Disabled Veterans Affirmative Action Program (DVAAP) Accomplishment Report

1. Agency				2. FY	
3. POC Name			4. Phone		
5. Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled (Attach supporting addendums if needed)					
6. OPM DVAAP Manager Official Use Only: Is there an explanation of the recruitment and employment methods they have used?					
Yes	Somewhat	No			

**7. Methods used to provide or improve internal advancement opportunities for disabled veterans
(Attach supporting addendums if needed)**

8. OPM DVAAP Manager Official Use Only: Does agency explain the career advancement methods they have used?

Yes

Somewhat

No

9. A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated (Attach supporting addendums if needed)

10. OPM DVAAP Manager Official Use Only: Does agency describe how they monitored, reviewed and evaluated their DVAAP Activities? (If applicable as well as for major operating components and field installations)

Yes

Somewhat

No

**11. An explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report will cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress
(Attach supporting addendums if needed)**

12. OPM DVAAP Manager Official Use Only: Does agency explain the progress in implementing DVAAP? If there was no progress, were there reasons for the lack of progress or challenges and specific plans for overcoming their challenges?

Yes	Somewhat	No	
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**13. POC's Name, Email, and Phone Number of Operating Components and Field Installations
(If Applicable)**

Agency Disabled Veterans Affirmative Action Program Accomplishment Report Electronic Reporting Instructions

General Instructions:

1. Complete all items and questions in the forms field.
2. Electronic Requirements – Agency should only submit data for what they have accomplished the previous Fiscal Year in accordance with the minimal requirements of the accomplishment report content from Title 5 CFR Part 720 Subpart C, which is provided on this form.
3. Collection of accomplishment data requires a completed accomplishment report data element that has been recorded throughout the previous Fiscal Year. Accomplishment reports may vary from agency to agency. This form provides conformity and standardization for the minimal required core data. The forms have limited characters so agency may attach addendums when needed, if the form does not allow you to capture the data completely.

DVAAP Accomplishment Report Information

1. **Agency** – Provide the name of the DoD Component.
2. **FY** – Provide the Fiscal Year of which the accomplishment report will be covered under. Examples: 2016.
3. **POC Name** – Provide the name of the point of contact.
4. **Phone** – Provide the phone number of point of contact.
5. **Methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled** – Provide methods used to recruit and employ disabled veterans, especially those who are 30 percent or more disabled. You may attach supporting addendums if the information provided pertains to the requirement.
6. **Is there an explanation of the recruitment and employment methods they have used?** – OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided an explanation of the recruitment and employment methods they have used.
7. **Methods used to provide or improve internal advancement opportunities for disabled veterans** – Provide methods used to offer or improve internal advancement opportunities for disabled veterans. You may attach supporting addendums if the information provided pertains to the requirement.
8. **Does agency explain the career advancement methods they have used?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency explains the career advancement methods they have used.
9. **A description of how the activities of major operating components and field installations were monitored, reviewed, and evaluated** – Provide a description of how the activities of major operating components and field installations were monitored,

reviewed, and evaluated. You may attach supporting addendums if the information provided pertains to the requirement.

- 10. Does agency describe how they monitored, reviewed and evaluated their DVAAP Activities?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency provided a description of how they monitored, reviewed and evaluated their DVAAP Activities. If applicable, indicate as well for major operating components and field installations.
- 11. An explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report will cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress** - Provide an explanation of the agency's progress in implementing its affirmative action plan during the fiscal year. Where progress has not been shown, the report should cite reasons for the lack of progress, along with specific plans for overcoming cited obstacles to progress. You may attach supporting addendums if the information provided pertains to the requirement.
- 12. Did agency explain the progress in implementing DVAAP? If there was no progress, were there reasons for the lack of progress or challenges and specific plans for overcoming their challenges?** - OPM DVAAP Manager should click on “Yes”, “Somewhat” or “No” to indicate if the agency explained the progress in implementing DVAAP. If there was no progress, were there reasons for the lack of progress or challenges and specific plans to overcoming their challenges?
- 13. POC's Name, Email, and Phone Number of Operating Components and Field Installations** – If applicable provide Point of contact's name, email, and phone number of operating components (DoD Component i.e Defense Logistics Agency) and field installations.

St. Paul District

Human Capital Management Plan

November 2018

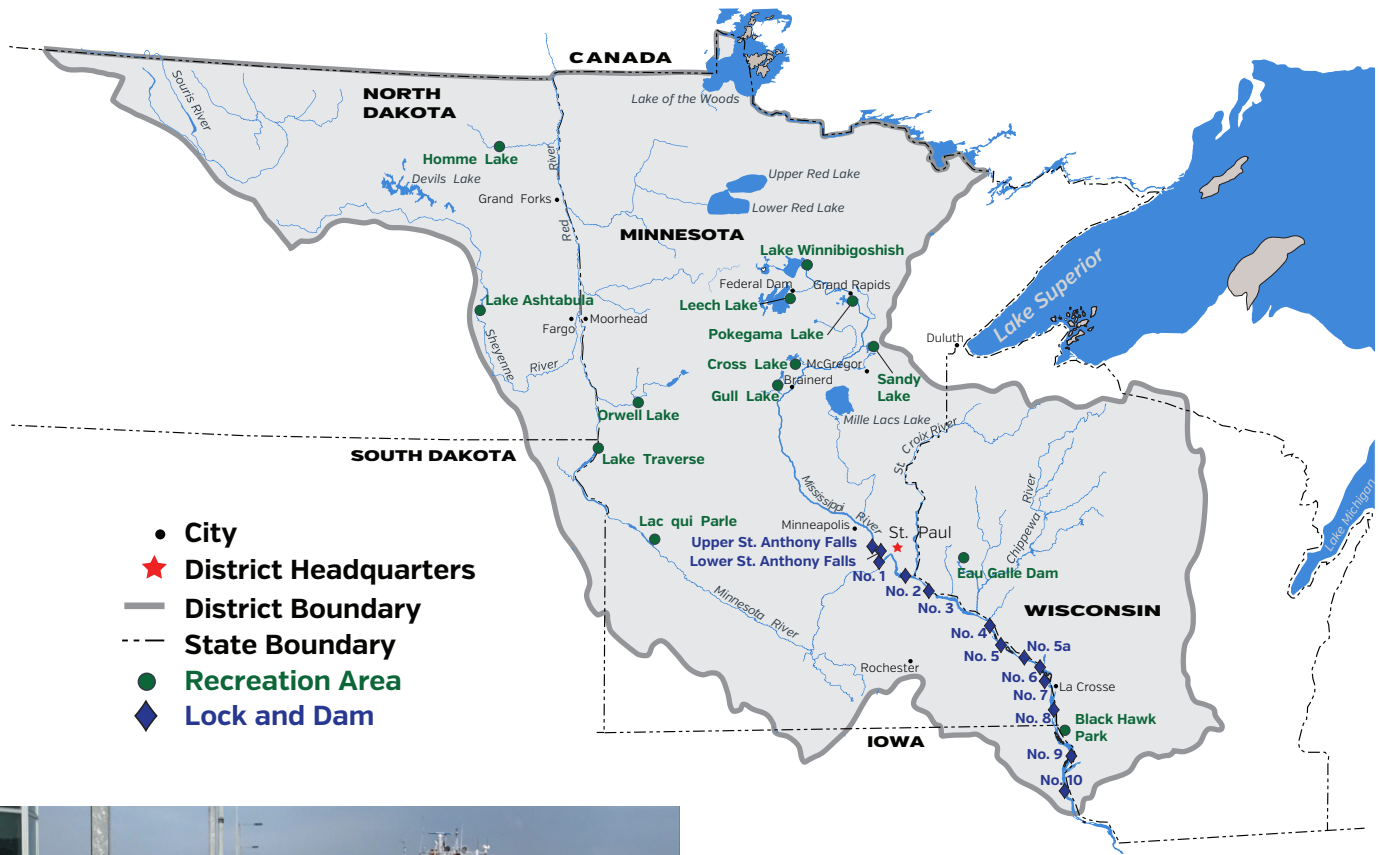


**US Army Corps
of Engineers®**
St. Paul District

BUILDING STRONG®

U.S. Army Corps of Engineers, St. Paul District Boundaries

RECREATION SITES | LOCKS AND DAMS



**US Army Corps
of Engineers®**
St. Paul District

MVP FY19-21 Human Capital Management Plan (HCMP)

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MVP FY19-21 Human Capital Management Plan (HCMP)

Introduction: The MVP HCMP is the framework for managing the district's human capital through FY2021. Through this plan, the district achieves an operating environment that ensures human capital activity is influenced by the organizational business and mission goals. The human capital policies, programs, processes, and resources are driven by these same goals. A shared vision is vital to recruiting, acquiring, retaining, developing, motivating, and rewarding a high-performing, agile, and highly capable workforce.

Purpose: The HCMP serves to ensure universal awareness and understanding at the district level of the entire district's three year human capital plan to chart a unified and proactive way forward in resourcing accomplishment of district missions with human resources. It all elicits and codifies a reoccurring leadership collaborations on the district workforce/workload balance.

Staffing Plan: The core of the HCMP outlines the district staffing goals, developed by divisions while considering district, regional, and communities of practice. Staffing plans are reviewed twice annually and redrafted every three years.

ORGANIZATION	Current Staffing Levels (Nov 18)	FY19 Target FTEs / Staffing		FY20 Target FTEs / Staffing		FY21 Target FTEs / Staffing	
PPMD OFC	28	30	30	30	30	30	30
RPEDN OFC	61	66	62	65	64	67	66
E&C OFC	118	129	129	135	135	137	137
OPERATIONS DIV Ofc	363	329	367	332	368	332	368
EXEC	8	8	8	8	8	8	8
EEO	3	2	2	2	2	2	2
INTERNAL REVIEW	1	2	2	2	2	2	2
PAO	4.5	4.5	4.5	4.5	4.5	4.5	4.5
ROC	4	4	4	4	4	4	4
SAFETY OFFICE	2	2	2	2	2	2	2
SMALL BUSINESS	0	1	1	1	1	1	1
SECURITY OFFICE	3	3	3	3	3	3	3
CONTRACTING	10	12	12	12	12	12	12
OFFICE OF COUNSEL	8	8	8	8	8	8	8
REAL ESTATE	9	3	3	3	3	3	3
RESOURCE MGMT OFC	12	12	12	12	12	12	12
DA Interns	11	11	11	6	6	0	0
Military Members (excludes Commander & Deputy	3	3	3	3	3	3	3
TOTAL	648.5		663.5		667.5		665.5

MVP FY19-21 Human Capital Management Plan (HCMP)

ORGANIZATION	Current Staffing Levels (Nov 18)	FY19 Target FTEs / Staffing		FY20 Target FTEs / Staffing		FY21 Target FTEs / Staffing	
PPMD OFC	2	2	2	2	2	2	2
PM-Branch A/B	19	21	21	21	21	21	21
Programs Mngmt BR	7	7	7	7	7	7	7
RPEDN OFC	9	9	8	9	9	10	10
ENV Compliance	18	19	18	18	18	19	19
Plan Formulation	16	19	18	19	18	19	18
Env Planning	18	19	18	19	19	19	19
E&C OFC	2	3	3	3	3	3	3
Construction	19	21	21	22	22	22	22
Design Branch	42	46	46	47	47	48	48
Geotechnical Branch	19	22	22	25	25	26	26
Hydraulics & Hydrology Branch	36	37	37	38	38	38	38
OPERATIONS DIV Ofc	8	8	8	8	8	8	8
Regulatory Branch	58	60	62	62	62	62	62
Mississippi River Nav Project Office	8	8	8	9	9	9	9
L/Ds Project Ofc	138	133	138	133	138	133	138
Recreation and Natural Resources	68	48	68	48	68	48	68
Channels and Harbors	13	13	13	13	13	13	13
Physical Support	70	59	70	59	70	59	70
EXEC	8	8	8	8	8	8	8
EEO	3	2	2	2	2	2	2
INTERNAL REVIEW	1	2	2	2	2	2	2
PAO	4.5	4.5	4.5	4.5	4.5	4.5	4.5
ROC	4	4	4	4	4	4	4
SAFETY OFFICE	2	2	2	2	2	2	2
SECURITY OFFICE	3	3	3	3	3	3	3
SMALL BUSINESS	0	1	1	1	1	1	1
Contracting Div OFC	2	3	3	3	3	3	3
CT A&E BR	5	6	6	6	6	6	6
CT Services/Supplies	3	3	3	3	3	3	3
OFFICE OF COUNSEL	8	8	8	8	8	8	8
REAL ESTATE	3	3	3	3	3	3	3
Mngt Disposal Branch	3	4	4	4	4	4	4
Acquisition Branch	3	5	5	5	5	5	5
RESOURCE MGMT OFC	2	2	2	2	2	2	2
Budget & Manpower	3	3	3	3	3	3	3
Finance & Accounting	7	7	7	7	7	7	7
DA Interns	11	11	11	6	6	0	0
Military Members (excludes Commander & Deputy)	3	3	3	3	3	3	3
TOTAL	648.5						

Appendix 1a: Engineering and Construction Division

Engineering and Construction Division FY2019-2021 Staffing Level Projections

Engineering and Construction Division's FY19-21 staffing projection reflects the assumption that the division's workload remains robust during this period. The projection also reflects a recognition that our past hiring practice has not kept pace with attrition and an increased workload. Because we have not kept pace, End-of-FY19 staff levels show a gain of 11 employees over the EOFY18 level. Five of the gains will be from the conversion of existing Department of Army Inters hired during FY17. The remaining additions will come from recruitment and hiring. At the time of this projection, several recruitment and hiring actions are underway. FY20 and FY21 show smaller increases in overall EC staff size. Six EC DA Interns are scheduled to enter their target positions during FY20. In the interim, shortfalls between staff level and workload will be executed using AE services and assistance from Regional or other Corps resources. An exception to the steady increase in staffing would occur if a large construction appropriation is received for the Fargo-Moorhead project. Under this circumstance a large and rapid increase in staffing would be required for the Construction Branch. Engineering and, to some degree, Construction have the ability to seek work from other sources in the event that work expected in the three-year projection does not materialize. The numbers shown align with the IMD and with staffing levels coordinated with the Region.

Branch/Section	Current Staff	FY19				
		Projected Attrition	Graduated DA Interns	Replace Attrition	Additional Need	Projected EOFY Staff Level
EC-H	36	2	2	0	1	37
EC-C	19	3	0	2	3	21
EC-G	19	3	1	3	2	22
EC-D	42	3	2	1	4	46
EC Front Office	2	0	0	0	1	3
Total	118	11	5	6	11	129

Appendix 1a: Engineering and Construction Division

	FY20				
Branch/Section	Projected Attrition	Graduated DA Interns	Replace Attrition	Additional Need	Projected EOFY Staff Level
EC-H	0	1	0	0	38
EC-C	1	0	1	1	22
EC-G	3	2	2	2	25
EC-D	2	2	0	1	47
EC Front Office	0	0	0	0	3
Total	6	5	3	4	135

	FY21				
Branch/Section	Projected Attrition	Graduated DA Interns	Replace Attrition	Additional Need	Projected EOFY Staff Level
EC-H	2	1	1	0	38
EC-C	0	0	0	0	22
EC-G	2	1	2	0	26
EC-D	2	2	0	1	48
EC Front Office	0	0	0	0	3
Total	6	4	3	1	137

Assumptions for Staffing Levels:

- “Current Staff” is persons (not FTE)
- DA interns do not count as Current Staff. They are placed in their target office in FY they complete the program.
- Staffing levels do not include students.
- Staffing levels include re-employed annuitants.
- Unless other information is available, for attrition purposes assume employee retirement is 5 years past eligibility.

Appendix 1b: Operations Division

Operation Division's FY19-21 staffing projection reflects the assumption that the division's mission will remain steady.

Each Branch evaluated its staffing levels in terms of an ideal staffing level, an upper threshold of affordability, and a lower threshold, the point below which there would be a risk of mission failure due to insufficient staffing. All Sections within the Branch should track its attrition rate and take an aggressive approach to maintaining current staffing levels. This is also important due to the frequency of deployments by Operations Staff in support of emergency operations. While many deployments have occurred during seasonal layoff, requests for emergency operations support have occurred throughout the year.

Recreation and Natural Resources (RNR) Branch.

The RNR Branch ideal staffing level based on existing and projected workload is approximately 5 additional FTE, the upper threshold of affordability is 2 additional FTE, and the lower threshold for mission accomplishment is 2 less FTE.

In the past year, RNR filled one full time 6 month seasonal position at Leech Lake in place of two student employees. The students are typically not on board early enough in the season and go back to school before the end of the peak recreation season. RNR can also hire temp rangers that can stay longer or shorten the season. Ideally, for retention purposes, the 6 month seasonal position would be 8 months. This solved a retention issue at the Orwell project.

In the event that the RNR Branch received a cut in funding, work required for periodic inspections/periodic assessments could be temporarily deferred to cover a shortage in labor.

Regulatory Branch.

The Regulatory Branch ideal staffing is substantially greater than its currently authorized level. Based on a steady workload of permit applications and a robust mitigation program, as well as ongoing compliance and enforcement responsibilities, the Regulatory Branch could use 20 additional staff, primarily regulatory project managers and technical specialists for banking and work associated with wetland identification, assessment, and jurisdictional determinations. This represents roughly a 30% increase in staffing level.

Based on current funding levels, increases above the currently authorized staffing level cannot be sustained. Therefore, the upper threshold is the status quo. Due to workload, the lower threshold is also status quo. The Regulatory Branch should take an aggressive stance toward maintaining current staffing levels, tracking potential losses and expediting replacement efforts. There are three positions externally funded under WRDA Section 214 authority that should also be monitored closely to keep those positions filled.

In addition, approximately 4 FTE of non-permanent staff have been used continuously over several fiscal years, which would be better managed as permanent staff. Therefore, the 3 year forecast shows a gradual shift in this direction so that by FY 20, the number of staff is the same as the FTE. Staffing levels include the externally funded WRDA Section 214 positions.

Navigation Branch.

The Navigation Branch is currently at a steady state in funding levels. Due to the level of funding for projects, there is greater flexibility in staffing levels, however, the sections are at or very close to their ideal staffing levels, with the exception of the Lock and Dam Section and the Project Office. Each Section is briefly addressed as follows.

Navigation Project Office. Currently in need of potentially 1 additional maintenance management/FEM personnel to meet increasing requirements of Operations Division to implement the Asset Management Program. This would not be added until FY 20 or thereafter, pending analysis of the workload carried by our 2 existing maintenance management/FEM personnel.

Channels and Harbors. Currently at ideal staffing level, with an estimated lower threshold of 3 less staff.

Physical Support. Ideal staffing level would reflect an estimated 10% increase in staff, primarily within Maintenance and Repair. The lower threshold is estimated to be roughly 10 % less than current staffing, primarily within the dredge.

Locks and Dams. Currently below ideal staffing level, with an estimated increase of 8% over current staffing levels. We are establishing a working supervisor position at each lock and dam (USAF and LSAF excepted) to provide better oversight and supervisor to employee ratios, and to be consistent with an approved IMTS Staffing Model. The working supervisor has been established at 6 of the 11 locks, by converting an existing head operator vacancy to a working supervisor position. Conversions at the remaining 5 locks will occur over time as vacancies arise. The section is operating at a lean level, and the current staffing level is estimated to be at the lower threshold.



DEPARTMENT OF THE ARMY
ST. PAUL DISTRICT, CORPS OF ENGINEERS
180 FIFTH STREET EAST, SUITE 700
ST. PAUL, MN 55101-1678

CEMVP-PM

8 November 2018

SUBJECT: Human Capital Plan (HCP, Plan) staffing projections for Programs and Project Management Division (PPMD), Saint Paul District, fiscal year 2019 through fiscal year 2021

1. **PURPOSE:** Define the full-time equivalents (FTE) and staff projections for the Draft HCP for fiscal year 2019 through fiscal year 2021.
2. **HISTORICAL:** In fiscal year 2010 the planning portion of PPMD was removed, and a separate planning organization was formed. Hence, the FTEs for PPMD is reviewed from fiscal year 2011. The historical FTE execution of PPMD is listed below:

Fiscal Year	Full-Time Equivalents
2011	26.6
2012	27.1
2013	26.8
2014	25.6
2015	24.9
2016	24.1
2017	25.6
2018	26.5
2019 (projected)	27.7

Mean (2011 – 2019): 26.1 FTEs

3. **DISCUSSION:** As of this date PPMD has a strength of 25 FTEs plus one Military Officer. It is expected that over the course of the next couple of months we will hire four new employees. Within FY19 at least two retirements are expected and one employee is scheduled to depart in 2nd quarter. Looking at our current workforce we currently have eight employees or nearly 1/3 of our staff retirement eligible in FY19, which is requiring an additional emphasis on developing and replacing our workforce.

4. The current approved PPMD Integrated Manning Document (IMD) allows for 33 positions. The IMD is reviewed on an annual basis, and the approved number of positions is the likely upper limit that PPMD can support assuming all of the scheduled and anticipated work comes to fruition. Yet, as always, this work is a function of administration and congressional priorities, support from non-federal sponsors, timely receipt of annual appropriations and non-federal dollars. In order for PPMD to support more staff than identified in the IMD, significant work and additional requirements would have to be identified. Additionally, if the role PPMD currently has in leading district efforts would change, we could potentially exceed the approved amount in the IMD. Examples

of this include the dam and levee safety programs, dam safety cadre, lead on regulatory projects and/or inspection of completed works program.

5. Looking at the historical context, the number of employees in the PPMD division has varied from 24.1 to 27.1 FTEs. Over the course of the prior eight years we have effectively managed our evolving program. In all years there are various funding uncertainties and unknowns within our program that impacts the number of staff needed. While it is possible that funding may decrease, there is always a need to maintain a PPMD workforce to lead the execution of the district's program in accordance with ER 5-1-11, U.S. Army Corps of Engineers Business Process. To maintain minimum functionality, supporting regionalization, keep current on evolving requirements (acquisition training and development, quality and knowledge management, earned value management, etc.) it would be difficult for the PPMD division workforce to decrease any less than its historical low of 24.1 FTE's. However, if the ER 5-1-11 or organizational expectations change and our projected workload becomes significantly less than reasonably expected, this low limit would need to be reevaluated.

6. RECOMMENDATION: For the purposes of the subject the following projections are recommended:

Upper FTE Threshold: 33 FTEs

Most Likely FTE Execution: 28 FTEs

Lower FTE Threshold: 24 FTEs

7. Questions or comments can be addressed to the undersigned.

Chris Erickson, PE, PMP
Assistant Division Chief, Programs and
Project Management Division

Appendix 1d: Planning Division

ORG	FY18		FY19		FY20		FY21	
	People	FTE	People	FTE	People	FTE	People	FTE
Front Off	3	3	4	3.1 ⁽¹⁾	4	4	4	4
GIS	6	5.5	5	4.5 ⁽²⁾	5	5	6	6
Plan Form	16	15	19	17.3 ⁽³⁾	19	18	19	18
Env Comp	18	17	19	17.6 ⁽⁴⁾	18	18	19	19
Env Plan	18	17	19	18.0 ⁽⁵⁾	19	19	19	19
Total	61.0	57.5	66.0	60.6	65.0	64.0	67.0	66.0
Footnotes: ⁽¹⁾ Reduced 0.5 FTE for Chief on Detail and Student Admin @60% time ⁽²⁾ Reduced 0.5 FTE for DA Intern ⁽³⁾ Reduced for 3 part time employees (1.0), new hires starting after 1 Oct (.7) ⁽⁴⁾ Reduced due to retirement (.7), DA Intern (.5) and medical leave (.2) ⁽⁵⁾ Reduced for military leave (.8), temp details (.2)								

Regional Planning and Environmental Division North – Past staffing projections have been impacted by the regionalization of the planning, environmental and economics functions. In 2012, St. Paul District became the lead organization for these functions in the upper 3 MVD Districts. Regional hiring and staffing procedures were put into place after regionalization. All staffing decisions were to be discussed with MVD and RPEDS (New Orleans District, was assigned the lead district for the lower MVD planning organization) in order to address workload leveling. In 2016, the economics function was further regionalized to one organization led by New Orleans District. It is assumed for the purposes of future projections that this organization structure will remain but the requirement for regional staffing decisions has been and will remain less constrained.

The functions of RPEDN are varied. The staff leads and provides support to planning studies across many programs as well as critical operational and regulatory support for St. Paul, Rock Island, and St. Louis Districts. The staff also provide review support to other Districts through the ATR certification program and support the National Planning Centers of Expertise and the Planning Community of Practice and all of its sub-CoPs. The level of support to these other efforts varies depending on the time of year and the individual District workload. While waiting for the work plan to be released in October-May, the staff can easily take on short-term work activities and has been very effective at seeking out and finding new work as necessary to support an ~85% direct charging practice. This also helps to level workload while gaining experience working regionally and nationally. RPEDN staff are well-qualified to take on developmental or temporary assignments which can also help with workload leveling.

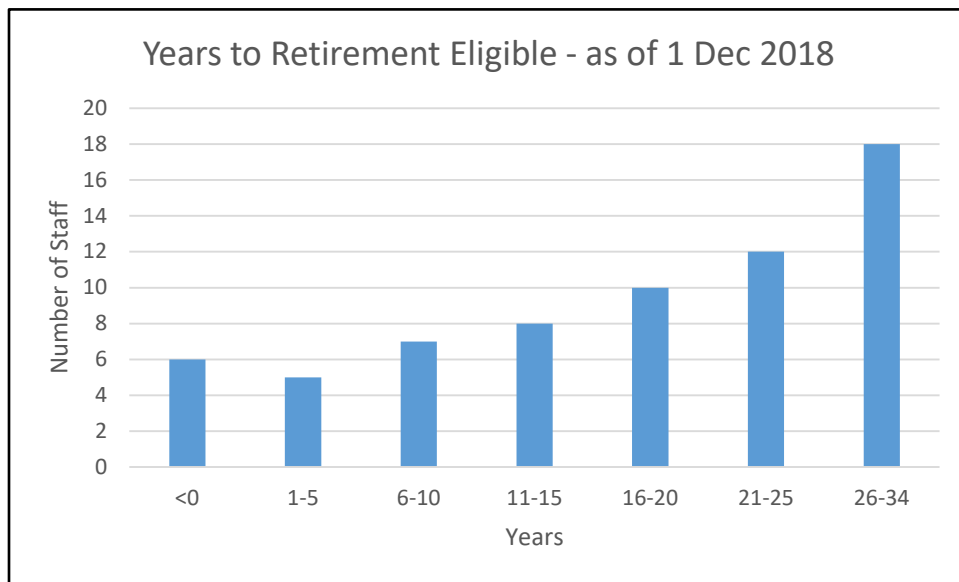
The Three-Year (19-21) Staffing Projection was developed using historic data to identify trends. The RPEDN Management Team (Division Chief and Branch Chiefs) recognize that past staffing projections were largely based on the P2 three-year projections showing a significant drop off often in the second and usually in the third year. A reactive approach was taken in the past; the amount of FTEs was estimated nearly accurately for year one and then under estimated in years two and three. The P2 data for years 2 and 3 do not have the fidelity that year one has and the management team has opted to

(11/26/2018)

Appendix 1d: Planning Division

make more aggressive FTE projections. It was also noted that the number of FTEs executed over the past 3 years has remained in the mid to high 50 range with slight increase in FY18. The management team also considered the ongoing project portfolio to assess what work will stop or continue into the future, known funding increases with the supplemental budget and the anticipated work plan, and likely new work efforts that may start (e.g. CAP, watershed studies). Given this analysis, a discussion of capabilities, and stated request from RPEDS leadership for RPEDN to add staff, the FTE level was set to reflect a slight increase over the three-year projection horizon.

RPEDN makes use of the DA Intern Program to maintain grade diversity and address normal attrition. Currently approximately 3% of the staff are interns and do not count towards the official FTE rate for the two years they are in the program (a .5 FTE allocation was included in the above table to account for actual contribution to the organizations capacity). The recent graduate program also provides an effective tool for “building the bench.” Currently twelve percent of staff (8) are eligible for retirement in 0-3 years. Five percent (3) are eligible in 3-5 years and 7 additional staff will be eligible to retire within 10 years (18 total). Fortunately the retirement eligible distribution is much more stable and manageable compared to that of 10 years ago as shown in the chart below. Yet to best manage normal attrition and retirements, RPEDN leadership has adapted a deliberate succession planning strategy to provide some overlap for key staff retirements. Because of this, there may be times during the year that the FTE number is higher than the target.



Appendix 2

Snapshot of District's Workforce						
	FY 2013	FY 2014	FY 2015	FY2016	FY 2017	FY 2018
Type of Appointment						
Perm						599
Temp						37
Term						4
Pay Grade Category						
GS	453	440	434	417	421	458
FWS	228	232	226	216	217	223
Education Level						
PhD	7	6	8	8	13	13
Masters	82	73	88	91	92	107
Bachelors	225	212	199	195	187	203
Associates	32	30	28	33	25	28
Some College	74	77	68	58	90	92
High School	229	236	234	223	210	
Gender						
Male	493	489	471	458	455	495
Female	188	183	189	175	173	186
Racial Diversity						
AmerInd/Alask	6	6	8	7	6	6
Asian	8	8	11	11	9	15
Black/AfrAmer	13	13	13	15	12	15
PacIsl/Hawaiian	1	1	0	0	0	0
Hispanic	8	7	4	5	3	7
White	645	637	624	596	593	638

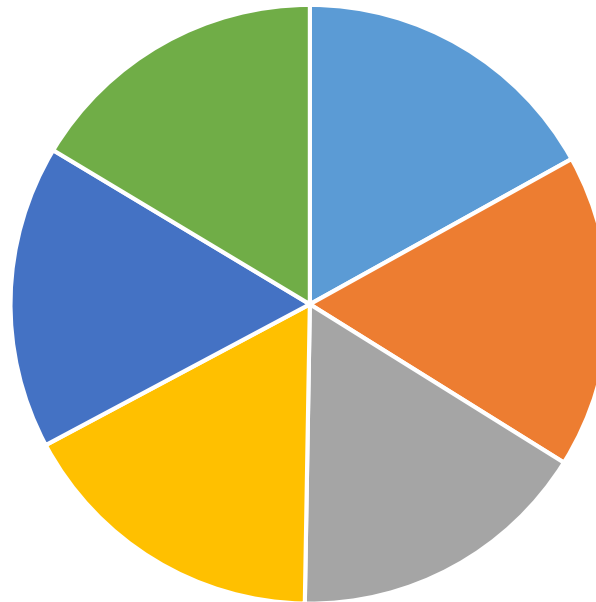
Appendix 2

Average Age at Retirement					
FY 2013	FY 2014	FY 2015	FY 2016	FY2017	FY2018
63	63	61	63	61	61

Average Age of Employees					
FY 2013	FY 2014	FY 2015	FY 2016	FY2017	FY2018
				44	38

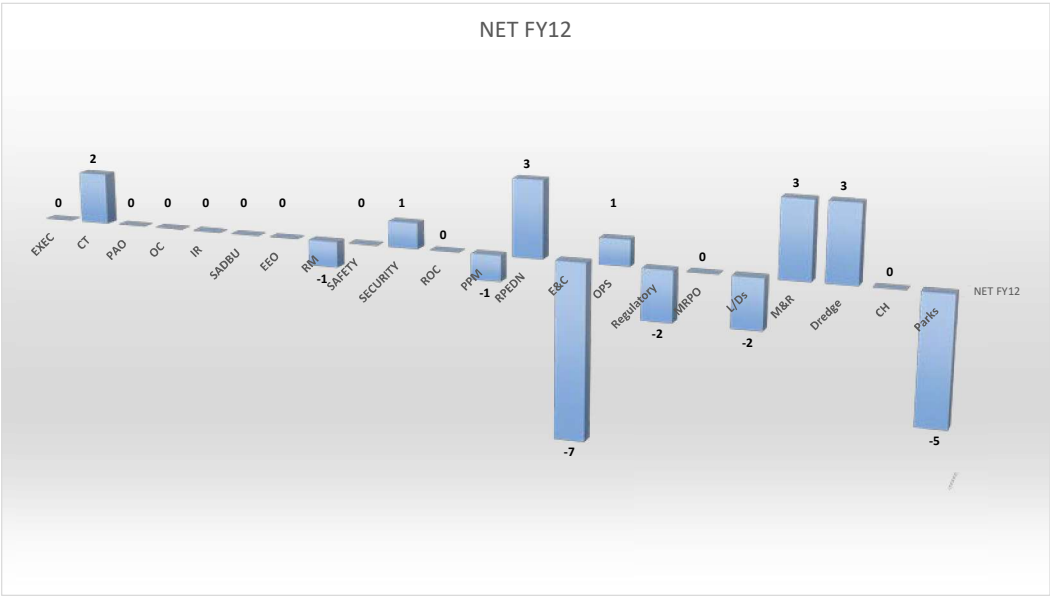
Average Years of Service					
FY 2013	FY 2014	FY 2015	FY 2016	FY2017	FY2018
				13	13

Average Age of Retirement

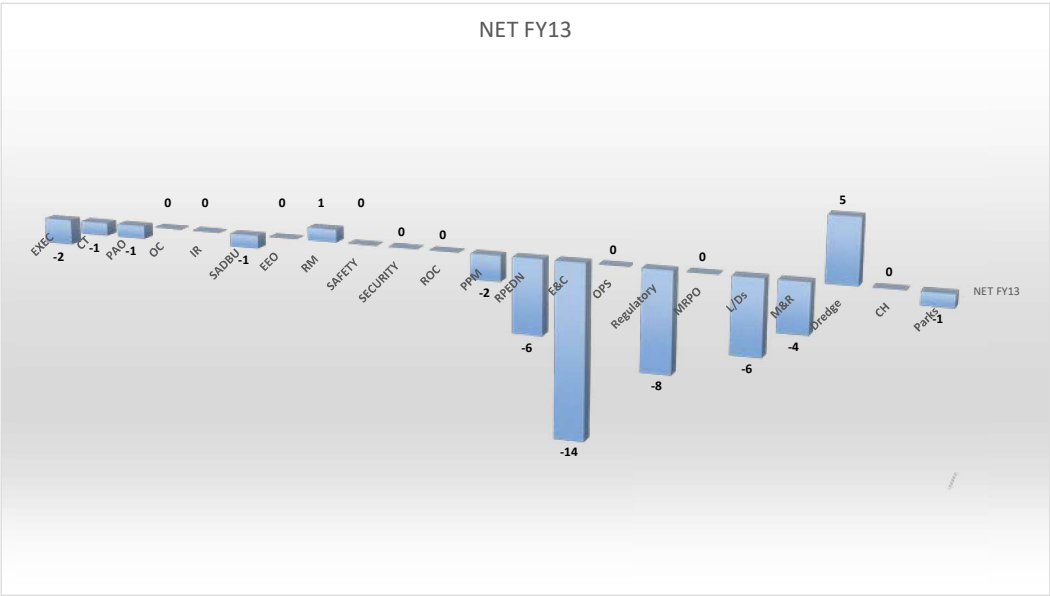


■ FY13 ■ FY14 ■ FY15 ■ FY16 ■ FY17 ■ FY18

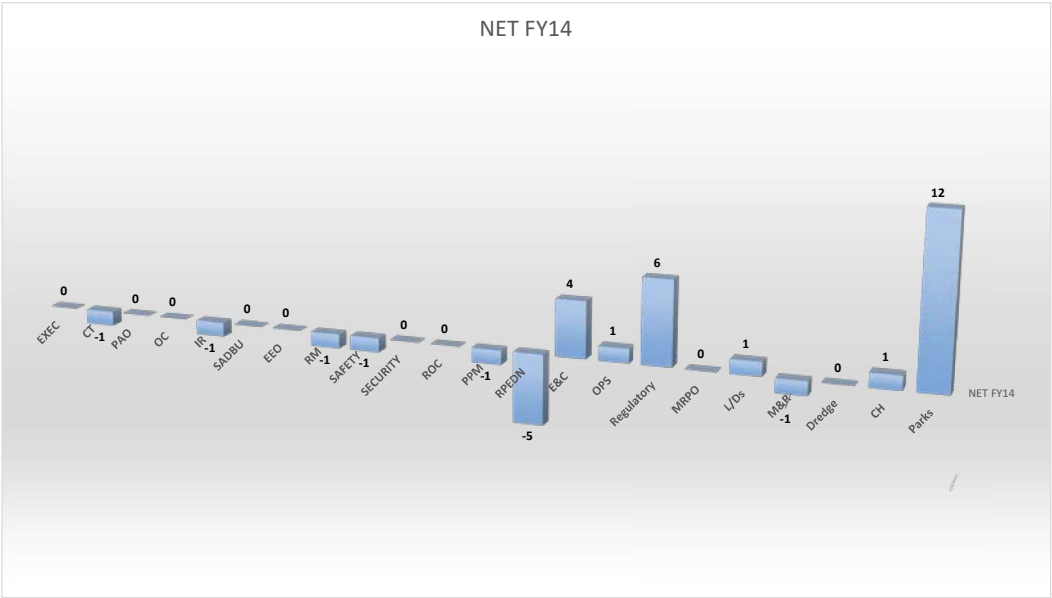
ORGS	NET FY12
EXEC	0
CT	2
PAO	0
OC	0
IR	0
SADBU	0
EEO	0
RM	-1
SAFETY	0
SECURITY	1
ROC	0
PPM	-1
RPEDN	3
E&C	-7
OPS	1
Regulatory	-2
MRPO	0
L/Ds	-2
M&R	3
Dredge	3
CH	0
Parks	-5



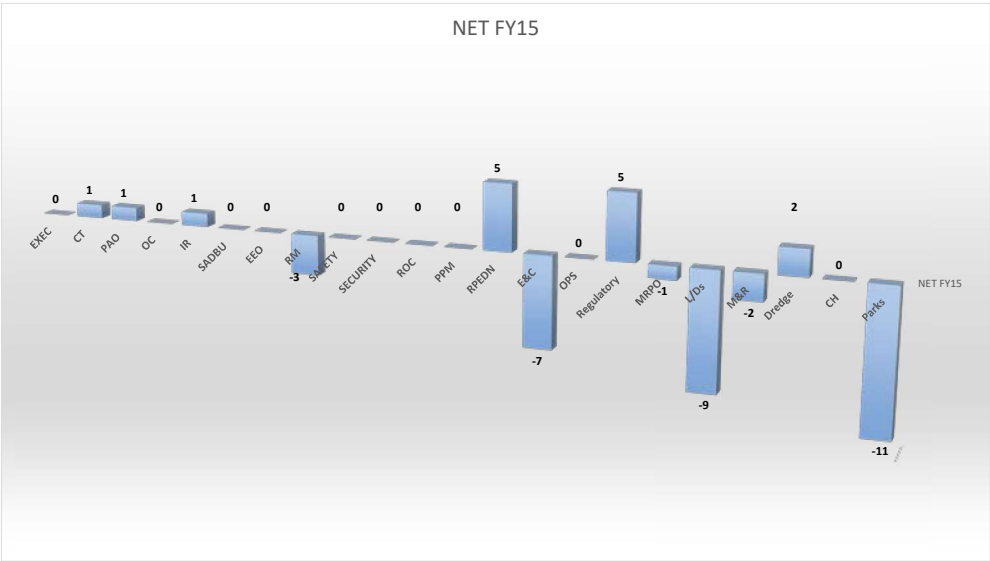
ORGS	NET FY13
EXEC	-2
CT	-1
PAO	-1
OC	0
IR	0
SADBU	-1
EEO	0
RM	1
SAFETY	0
SECURITY	0
ROC	0
PPM	-2
RPEDN	-6
E&C	-14
OPS	0
Regulatory	-8
MRPO	0
L/Ds	-6
M&R	-4
Dredge	5
CH	0
Parks	-1



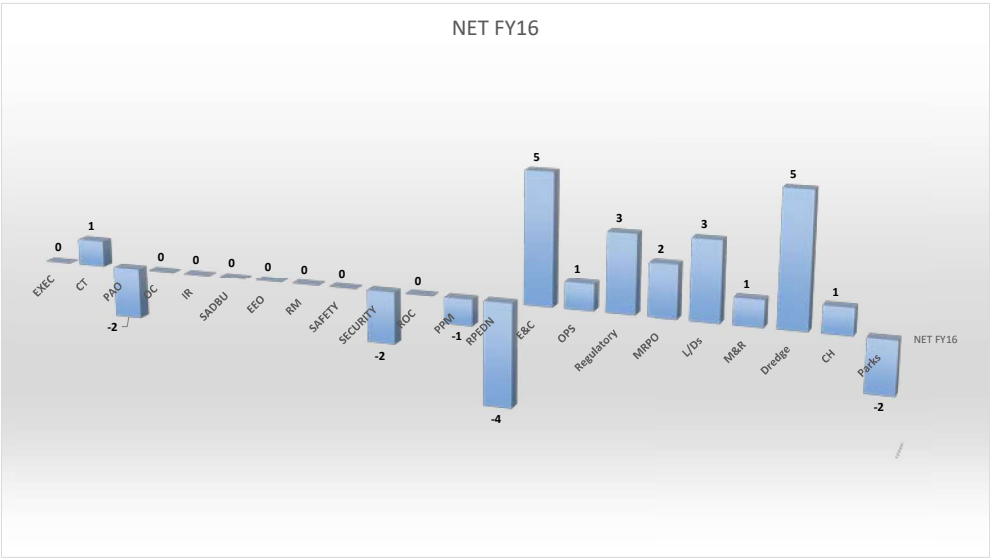
ORGS	NET FY14
EXEC	0
CT	-1
PAO	0
OC	0
IR	-1
SADBU	0
EEO	0
RM	-1
SAFETY	-1
SECURITY	0
ROC	0
PPM	-1
RPEDN	-5
E&C	4
OPS	1
Regulatory	6
MRPO	0
L/Ds	1
M&R	-1
Dredge	0
CH	1
Parks	12



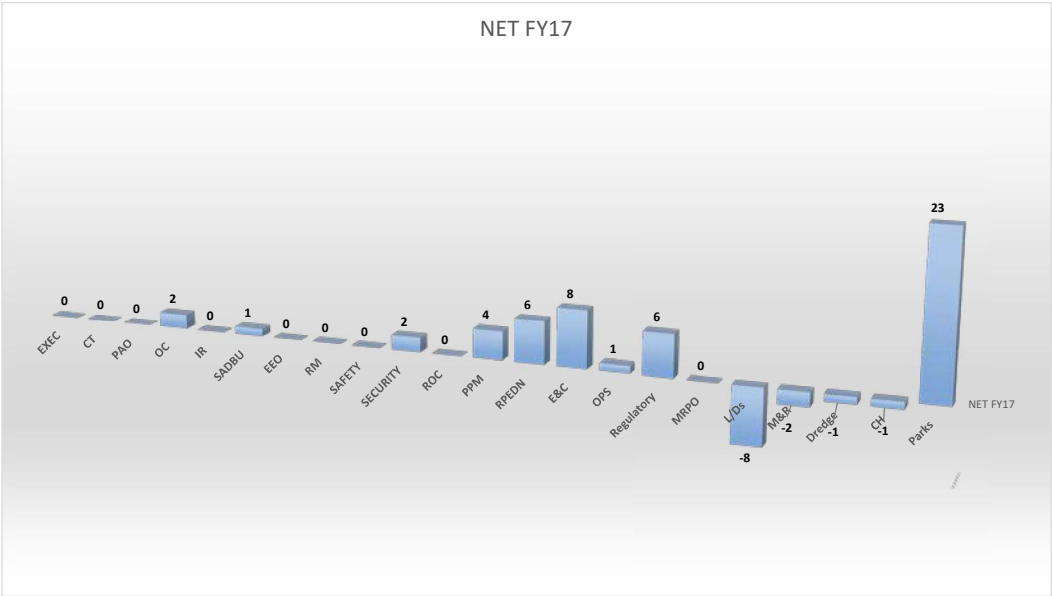
ORGS	NET FY15
EXEC	0
CT	1
PAO	1
OC	0
IR	1
SADBU	0
EEO	0
RM	-3
SAFETY	0
SECURITY	0
ROC	0
PPM	0
RPEDN	5
E&C	-7
OPS	0
Regulatory	5
MRPO	-1
L/Ds	-9
M&R	-2
Dredge	2
CH	0
Parks	-11



ORGS	NET FY16
EXEC	0
CT	1
PAO	-2
OC	0
IR	0
SADBU	0
EEO	0
RM	0
SAFETY	0
SECURITY	-2
ROC	0
PPM	-1
RPEDN	-4
E&C	5
OPS	1
Regulatory	3
MRPO	2
L/Ds	3
M&R	1
Dredge	5
CH	1
Parks	-2



ORGS	NET FY17
EXEC	0
CT	0
PAO	0
OC	2
IR	0
SADBU	1
EEO	0
RM	0
SAFETY	0
SECURITY	2
ROC	0
PPM	4
RPEDN	6
E&C	8
OPS	1
Regulatory	6
MRPO	0
L/Ds	-8
M&R	-2
Dredge	-1
CH	-1
Parks	23



FY12

ORGS	GAINS	LOSSES	RETIREMENT	EXP OF TEMP APPT
EXEC	0	0	0	0
CT	2	0	0	
PAO	1	1		
OC	0	0		
IR	0	0		
SADBU	0	0		
EEO	0	0		
RM	0	1		
SAFETY	0	0		
SECURITY	1	0		
ROC	0	0		
PPM	0	1		
RPEDN	4	0	1	
E&C	2	3	3	3
OPS	1	0	0	0
Regulatory	1	1	1	1
MRPO	0	0	0	0
L/Ds	1	1	2	
M&R	4			1
Dredge	4		1	
CH	1			1
Parks	0	1		4

FY13

ORGS	GAINS	LOSSES	RETIREMENT	EXP OF TEMP APPT
EXEC	0	1	1	0
CT	0	0	1	0
PAO	0	1	0	0
OC	1	0	1	0
IR	0	0	0	0
SADBU	0	0	1	0
EEO	0	0	0	0
RM	2	0	1	0
SAFETY	0	0	0	0
SECURITY	0	0	0	0
ROC	0	0	0	0
PPM	0	0	2	0
RPEDN	5	8	3	0
E&C	7	8	5	8
OPS	0	0	0	0
Regulatory	1	3	4	2
MRPO	0	0	0	0
L/Ds	6	4	4	4
M&R	3	0	1	6
Dredge	13	1	1	6
CH	1	1	0	0
Parks	16	12	2	3

FY14

ORGS	GAINS	LOSSES	RETIREMENT	EXP OF TEMP APPT
EXEC	0	0	0	0
CT	0	1	0	0
PAO	0	0	0	0
OC	1	1	0	0
IR	0	0	1	0
SADBU	0	0	0	0
EEO	0	0	0	0
RM	0	0	1	0
SAFETY	0	0	1	0
SECURITY	1	1	0	0
ROC	0	0	0	0
PPM	3	1	3	0
RPEDN	3	8	0	0
E&C	17	8	3	2
OPS	1	0	0	0
Regulatory	12	6	0	0
MRPO	1	1	0	0
L/Ds	17	2	14	0
M&R	3	4	0	0
Dredge	5	2	1	2
CH	4	2	1	0
Parks	20	5	2	1

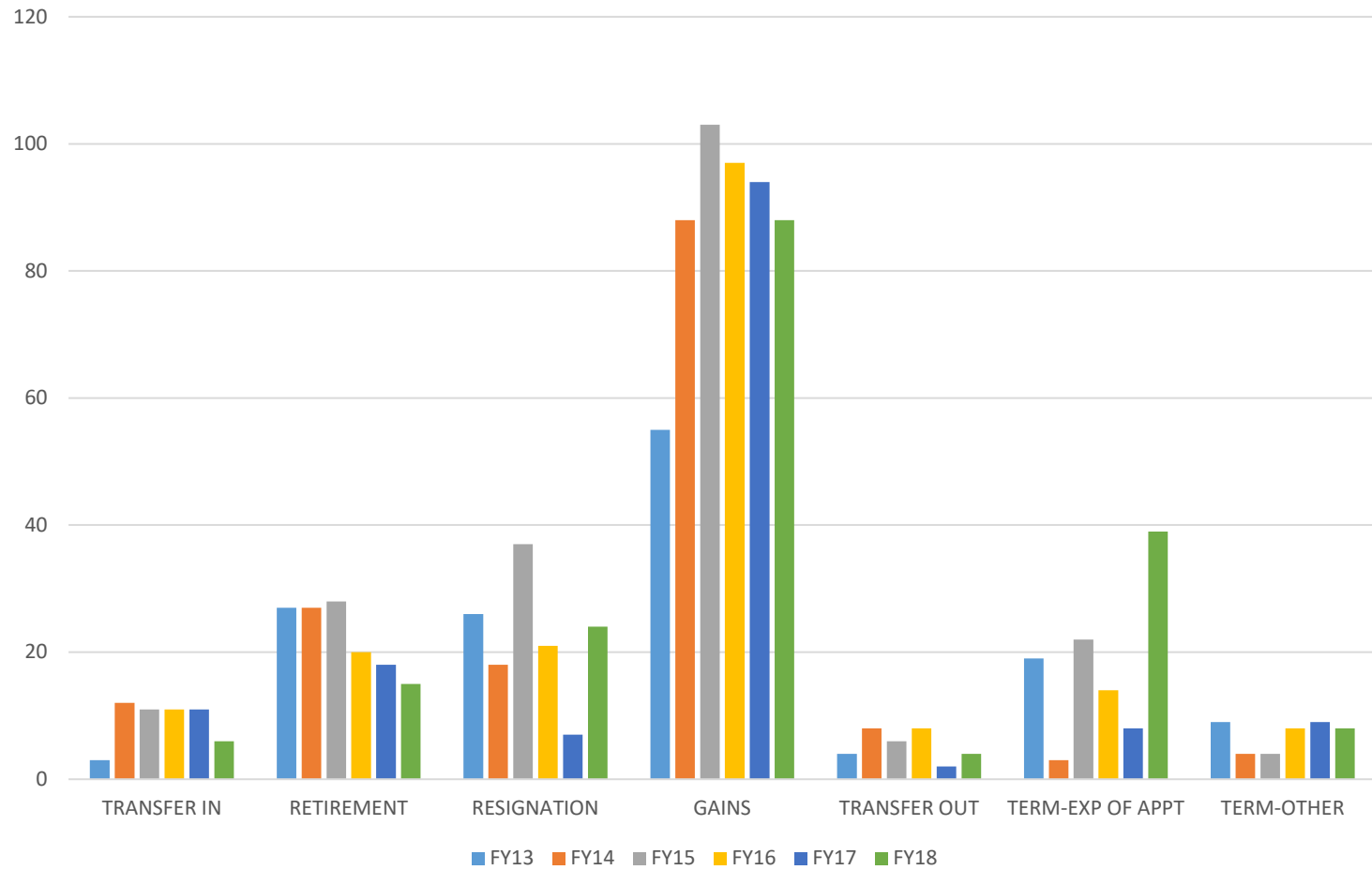
FY15

ORGS	GAINS	LOSSES	RETIREMENT	EXP OF TEMP APPT
EXEC	1	1	0	0
CT	4	1	2	0
PAO	2	1	0	0
OC	1	1	0	0
IR	1	0	0	0
SADBU	0	0	0	0
EEO	0	0	0	0
RM	0	2	1	0
SAFETY	0	0	0	0
SECURITY	1	1	0	0
ROC	0	0	0	0
PPM	1	1	0	0
RPEDN	11	4	2	0
E&C	10	9	6	2
OPS	1	1	0	0
Regulatory	18	11	1	1
MRPO	3	2	2	0
L/Ds	8	6	9	2
M&R	3	1	1	3
Dredge	13	2	2	7
CH	1	0	0	1
Parks	24	26	2	7

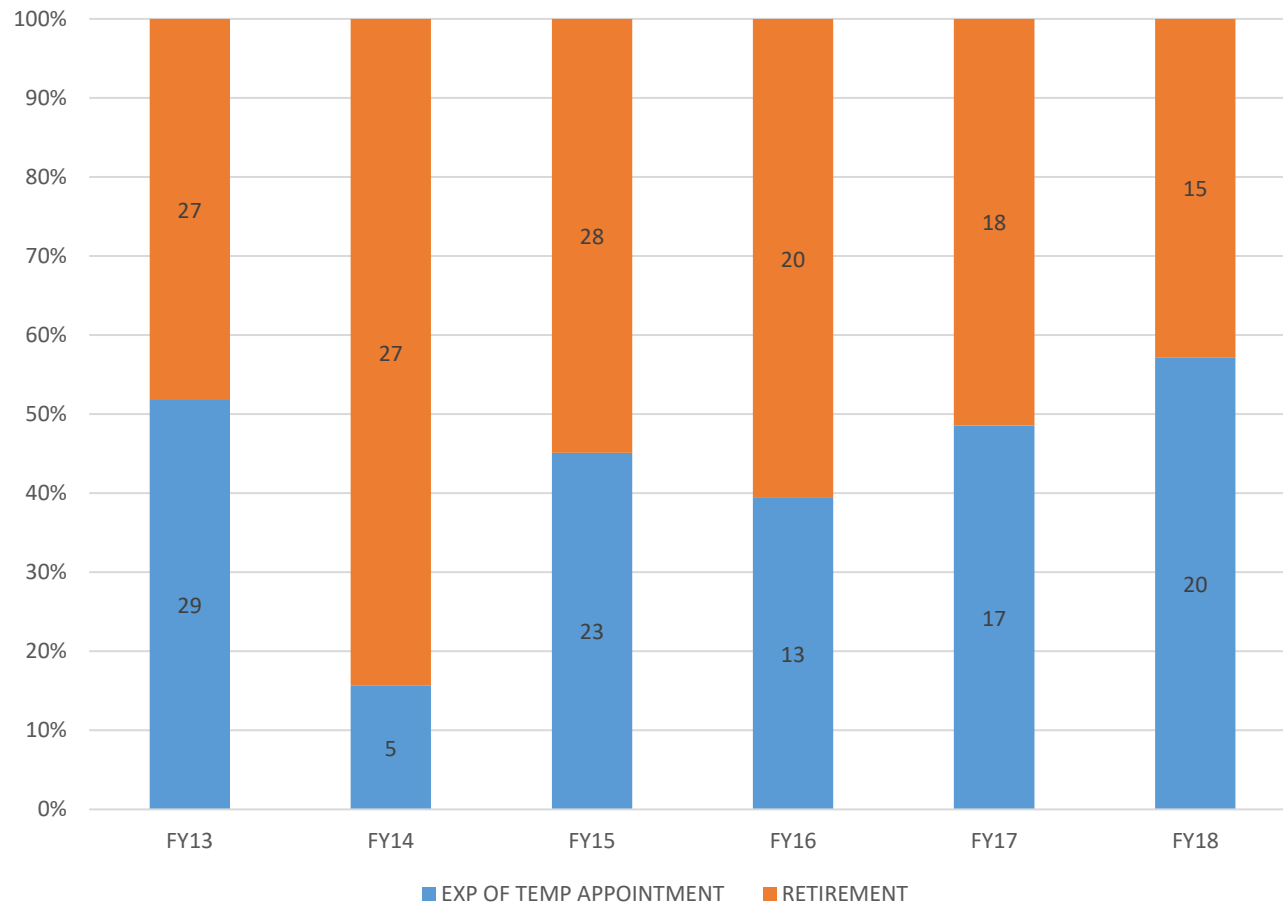
ORGS	GAINS	LOSSES	RETIREMENT	EXP OF TEMP APPT
EXEC	1	0	1	0
CT	1	0	0	0
PAO	0	1	1	0
OC	0	0	0	0
IR	0	0	0	0
SADBU	0	0	0	0
EEO	0	0	0	0
RM	1	1	0	0
SAFETY	0	0	0	0
SECURITY	0	2	0	0
ROC	0	0	0	0
PPM	4	3		2
RPEDN	7	7	4	0
E&C	8	2	1	0
OPS	3	1	1	0
Regulatory	12	7	0	2
MRPO	2	0	0	0
L/Ds	16	4	7	2
M&R	2	1	0	0
Dredge	14	8	1	0
CH	1	0	0	0
Parks	25	16	4	7

ORGS	GAINS	LOSSES	RETIREMENT	EXP OF TEMP APPT
EXEC	0	0	0	0
CT	0	0	0	0
PAO	1	1	0	0
OC	5	1	2	0
IR	0	0	0	0
SADBU	1	0	0	0
EEO	0	0	0	0
RM	0	0	0	0
SAFETY	0	0	0	0
SECURITY	2	0	0	0
ROC	0	0	0	0
PPM	4	0	0	0
RPEDN	10	2	1	1
E&C	19	5	6	0
OPS	1	0	0	0
Regulatory	9	2	0	1
MRPO	1	1	0	0
L/Ds	4	3	7	2
M&R	1	0	1	2
Dredge	8	1	1	7
CH	0	0	0	1
Parks	28	2	0	3

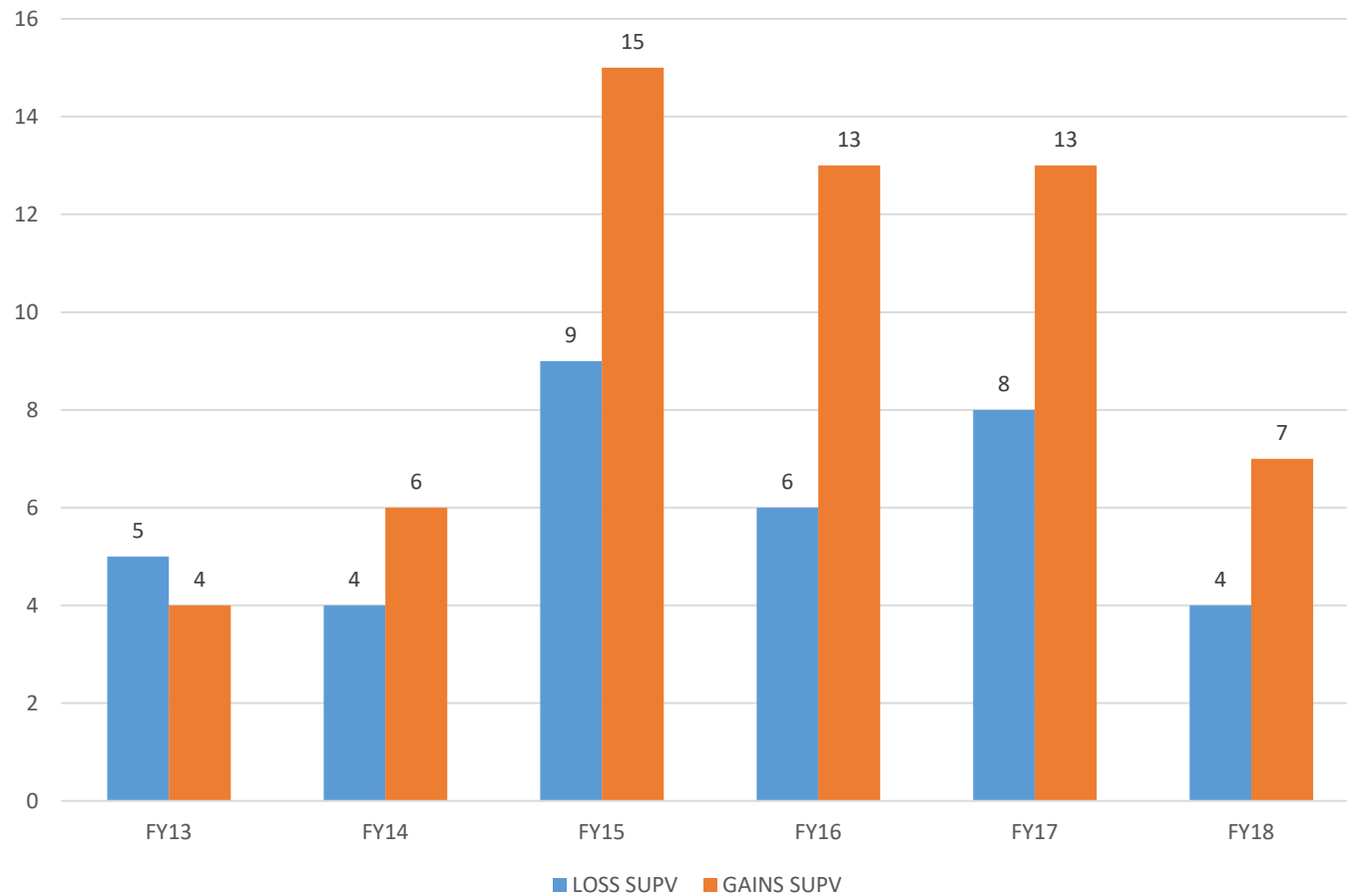
HUMAN CAPITAL PLAN GAINS VS LOSSES



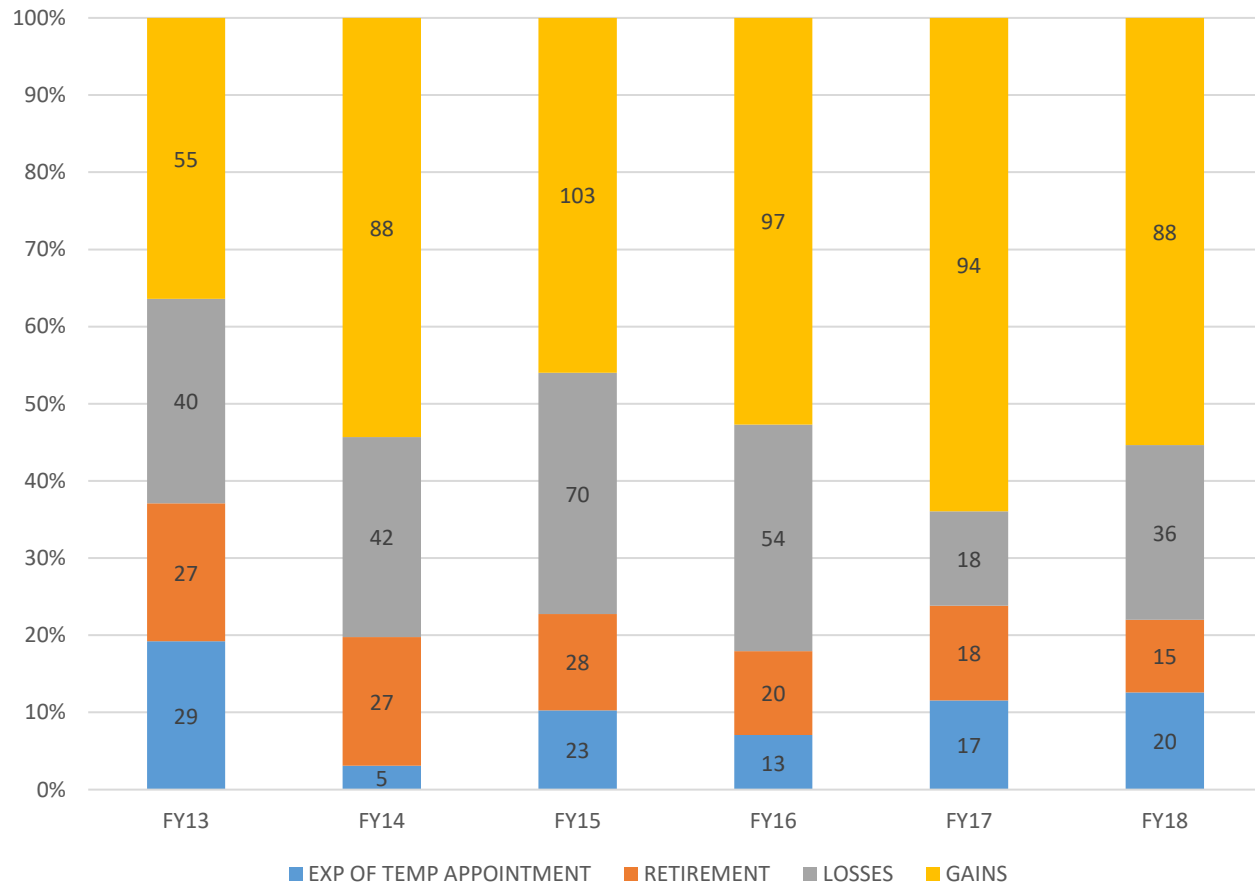
RETIRE VS NON-RETIRE



GAINS AND LOSSES OF SUPERVISORY POSITIONS



WORK FORCE LOSSES AND GAINS



Appendix 3

St. Paul District

Developmental Opportunities

St. Paul District Tier 1 Leadership Development Program

The St. Paul District Tier 1 Leadership Development Program (MVP-LDP 1) provides an opportunity for individuals to gain a broader understanding of the Corps' organizational structure and mission, different leadership roles, and their leadership potential while providing valuable communication and teambuilding training. Participation in the MVP-LDP 1 is voluntary and a majority of program activities are completed on personal time. Participants commit to actively work on self-development throughout the program and support other participants in their development. The program requires a personal investment of time for mentor meetings, readings, preparing presentations, writing brief reports, volunteering for District committees and course work. The program is self-paced with program duration and schedule determined by the participant and their supervisor. While all permanent employees are encouraged to participate, the target audience for St. Paul District LDP Tier 1 is individuals who are relatively early in their career. Interested employees may apply for the program at any time and need only their supervisor's approval to commence.

St. Paul District Tier 2 Leadership Development Program

The St. Paul District's Leadership Development Program (MVP-LDP 2) is a 12-month long, multifaceted leadership and development program which includes: an evaluation and analysis of one's leadership style, guided preparation of an Individual Development Plan (IDP), attendance at various District meetings, participation on team projects, formal training, and a mentoring relationship with a senior manager. All permanent GS-9 thru GS-12 and wage grade equivalent employees of the St. Paul District are eligible. Employees belonging to regional and national organizations (including Corps employees of ACE-IT) geographically located in the St. Paul District are also eligible. GS-7 and GS-13 employees may be included at the request of a supervisor. The program targets high potential employees exhibiting leadership attributes and an interest in advancing to a leadership position. A "leadership position" is broadly defined as a position in which the incumbent has a role in guiding and influencing others to accomplish a common objective. The program is generally held two out of every three years, but may be held more or less frequently, depending on program demand, funding, and other factors. Applications for the program are sought during the 2nd quarter of the fiscal year.

St. Paul District Tier 3 Leadership Development Program

The St. Paul District's Executive Leadership Development Program (MVP-ELDP), also referred to as the Tier 3 LDP, is a 12-month long, multifaceted leadership and development program which includes: an evaluation and analysis of one's leadership style, a climate survey of each participant's organization, guided preparation of an Individual Development Plan (IDP), formal training, and a mentoring relationship with a senior manager. The Tier 3 program focuses on individuals understanding and applying skills as current leaders that promote self-awareness and accountability, while challenging their comfort zones to lead people successfully in a complex environment. All permanent GS-13 and 14 and wage grade equivalent employees of the St. Paul District are eligible. Employees belonging to regional and national organizations (including

Corps employees of ACE-IT) geographically located in the St. Paul District are also eligible. GS-12 and wage grade equivalent employees may be included at the request of a supervisor. The program is generally held one out of every three years, but may be held more or less frequently, depending on program demand, funding, and other factors. Applications for the program are sought during the 2nd quarter of the fiscal year.

Mississippi Division Emerging Leader Program

The Mississippi Valley Division Emerging Leader Program (MVD-ELP) is a two-year program that allows employees to broaden their professional horizons through training, mentoring, and shadowing of senior leaders, developmental assignments, self-evaluation, and active participation in the program. The program offers opportunities for individuals to develop their regional perspective and to gain insight on effective leadership traits, MVD leadership opportunities, and the Corps of Engineers Vision and Mission. The MVD-ELP includes opportunities to attend senior level meetings such as the Headquarters Emerging Leaders Program/Executive Governance Meeting (HQ ELP/EGM), the MVD Regional Management Board (RMB), the MVD Regional Command Council (RCC), and the Command Strategic Review (CSR). The program also develops and challenges its participants through participation in regional initiatives, team projects, and opportunities to shadow and be mentored by senior leaders. Leadership development occurs through courses and opportunities such as Washington Week (Congressional Briefing Conference), Leadership-Focused Prospect courses, and team strength building opportunities. Career employee (minimum of 2 years of service) occupying a full-time position at a GS-09 through GS-13, WG-09 and above, and Officers, O-4 and below are eligible. MVD seeks two nominations for the ELP from each district during the 4th quarter of the fiscal year.

St. Paul District Academic Degree Training Program

The St. Paul District Academic Degree Training Program (MVP-ADT) funds civilian employees to attain a degree to improve job performance and competencies for meeting the Army's Mission. All employees of the St. Paul District are eligible, but the academic degree pursued must be related to the performance of the employee's official duties. The degree granting institution must be accredited by a nationally recognized body and the program of study must be accredited. While this is a locally funded program, ADT must be approved by the Assistant Secretary of the Army Manpower and Reserve Affairs (M&RA) and align with the process established for the centrally funded program. These procedures are intended to ensure that ADT is made available to the entire District, that a competitive process is used to select candidates, and the District needs are taken into consideration. Applications for the MVP-ADT are sought during the 2nd quarter of the fiscal year.

Mississippi Valley Division (MVD) Regional Integration Team (RIT) Developmental Assignment

The MVD developmental RIT assignment is a 120 day opportunity for development at the HQUSACE level that benefits both the MVD RIT, as well as the Region. The developmental position includes a 120 TDY to Washington D.C. This assignment is open for all GS-12, 13, or 14 employees within MVD and its six districts, who meet eligibility requirements and time in grade, if applicable for temporary promotion. Target grade is GS-13 or 14. The employee works under the general supervision of the Supervisor of the District Support Team (DST), Programs Directorate, working for the MVD RIT Program in HQUSACE receiving broad objectives and areas of special interest and concern. The RIT

acts as the focal point for ensuring timely, integrated support to District/MSC work, and is responsive to the needs of the Districts/MSC, ensuring all necessary Division and HQUSACE functional support is provided. Approximately one time per year the MVD Chief, Civil Works Integration Division, Programs Directorate will request applications for this opportunity. The employee's home organization will pay salary and TDY expenses for the selected individual(s) during this assignment, consistent with the USACE Temporary Duty Travel (TDY) Policy.

St. Paul District (MVP) Lockmaster Development Program

The MVP Lockmaster Development program is a 6 month developmental opportunity offered to St. Paul District employees in permanent career or career conditional appointments, with a current satisfactory or better performance appraisal and demonstrated capability to perform the duties of a Lockmaster. This program is designed to provide experience and insight for potential future Lockmaster positions, by providing hands-on experience in performing the various duties and responsibilities of a Lockmaster. The training period will provide an opportunity for the candidate to assist in the following areas: planning of the O&M budget and FTE schedule with in Locks & Dams, procurement process, functions of water control, the role of the Locks & Dams Project Office and the District Headquarters, partnering process, performance evaluation process, internal control programs, equal employment, recruitment and placement policies, ERGO functions, property accountability, safety and security programs, CEFMS, FEM etc.

This developmental opportunity is offered no more than once per year, and is not offered every year. One or two candidates are selected via a competitive process, and are evaluated based on the quality of pertinent experience, education, training, awards and supervisory or other recommendations. The development assignment typically occurs between March and September.

Selected candidates serve in a developmental capacity under an assigned Lockmaster, and will primarily work at their permanent duty station, but may temporarily be detailed as an Acting Lockmaster to any of the St. Paul District Locks & Dams during the developmental period. These assignments could last for several days to several months. Participants will also visit the District Office for up to one week and travel to other field installations and locations in the District to observe activities or attend meetings/conferences. Changes in work schedule will be necessary during this training period. The District Operations Division will provide travel reimbursement in accordance with regulations and policies.

Planning Associates Program

The Planning Associates Program is a year-long advanced training opportunity in water resources planning designed to broaden planners' competencies in solving complex water resources problems and challenges, and to strengthen their technical and professional leadership talents. Each year, a new class is selected and immediately begins an intense year of learning about the USACE Civil Works business lines, team leadership, the planning process and the broader picture of the services USACE team members provide to the nation. The typical planning associate's class is a demographically diverse, multi-disciplinary team of high potential GS-11 to GS-13 District employees with 5-15 years of current civil works planning experience.

The Planning Associates Program is intended to provide the quality training that is inherent in an effective learning organization. The curriculum is rich in team building and team leadership training; experiential training in USACE Civil Works business programs; case studies, individual and group projects and activities; communications and presentation techniques; and networking opportunities with leaders in Districts, MSCs, HQUSACE, and other Army, Administration, Congressional, and public and private water resource interest groups. There are approximately 20 courses delivered in 1-3 week TDY periods spread over 11 months.

Appendix 4

Current Hiring Initiatives

SCHEDULE A: Schedule A is a non-competitive excepted service hiring authority that may be used to appoint Persons with Intellectual Disabilities, Severe Physical Disabilities and Psychiatric Disabilities, to include veterans. This authority can be used to appoint an applicant at any grade level and for any job (time-limited or permanent) for which they qualify. After 2 years of satisfactory service, the employee may be converted, without competition, to the competitive service.

SCHEDULE D: Schedule D is an excepted service hiring authority to hire students and recent graduates under the three **Pathways Programs** below:

The Pathways Internship Program is for current students. This authority provides students in high schools, colleges, trade schools and other qualifying educational institutions with paid opportunities to work in agencies and explore Federal careers while completing their education. To be eligible, students must apply through a competitive vacancy announcement. Agencies may make initial appointments of Interns under this authority at any grade level, depending on the candidates' qualifications. The Internship Program replaced the Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP).

The Pathways Recent Graduates Program provides developmental experiences in the Federal Government intended to promote possible careers to individuals who have recently graduated from qualifying educational institutions or programs. To be eligible, applicants must apply through a competitive vacancy announcement within two years of their degree or certificate completion (except for veterans precluded from doing so due to their military service obligation, who have up to six years after degree completion to apply). Successful applicants are placed in a 1 year developmental program with the potential to lead to a competitive appointment in the Federal Government. The program lasts for 1 year (unless the training requirements of the position warrant a longer and more structured training program). The initial appointments are made at various grade levels, not to exceed the GS-12, based on the candidates' qualifications and the position requirements.

The Pathways Presidential Management Fellows Program is the Federal Government's premier, two-year leadership development program for advanced degree candidates who demonstrate academic excellence, possess management and leadership potential, and have a clear interest in and commitment to public service. Individuals must apply within two years of receiving a qualifying advanced degree. Students may also apply in the fall of their final year of graduate school. Office of Personnel Management (OPM) manages the program.

REEMPLOYED ANNUITANT: A retired federal employee may be reemployed in any position for which they are qualified. Reemployed annuitants may be hired on either a time-limited or indefinite basis position. Annuitants should be hired to fill critical positions which are: hard to fill, require specialized skills or have unusual qualifications; work on special projects; mentor less experienced employees; or provide continuity during critical organizational transitions. The District Commander has the delegated authority to approve reemployed annuitant appointments for GS-15 and below appointments.

NON PAID WORK EXPERIENCE: The Department of Veterans Affairs (VA) Non Paid Work Experience (NPWE) program provides eligible veterans an opportunity to obtain training and practical job experience concurrently in a federal, state, or local agency at no cost to the agency. The VA and agency establish an agreement to employ the veteran for up to six months (may be extended); however, they are not considered a federal civilian employee. On-the-job training is intended to prepare the individual for eventual appointment in the agency rather than just provide work experience. The agency must ensure that the training will enable the veteran to meet the qualification requirements for the position. If successful, the agency may appoint the veteran noncompetitively under a VRA appointment.

VETERANS EMPLOYMENT OPPORTUNITY ACT: The Veterans Employment Opportunity Act (VEOA) is a competitive service appointing authority that can only be used when filling permanent, competitive service positions. It allows veterans to apply to announcements that are only open to so called "status" candidates, which means "current competitive service employees." To be eligible for a VEOA appointment, the veteran's latest discharge must be issued under honorable conditions (this means an honorable or general discharge), and they must be a preference eligible or a veteran who substantially completed 3 or more years of active service.

VETERANS RECRUITMENT AUTHORITY: The Veterans' Recruitment Appointment (VRA) is an excepted service hiring authority that allows agencies to appoint eligible veterans without competition. To be eligible for a VRA appointment, the veteran must be: in receipt of a campaign badge for service during a war or in a campaign or expedition; or a disabled veteran, or in receipt of an Armed forces Service Medal for participation in a military operation; or are a recently separated veteran (within the last 3 years) and separated under honorable conditions. After successfully completing 2 years, the veteran may be converted to the competitive service. Agencies can also use VRA to fill temporary (not to exceed 1 year) or term (more than 1 year but not to exceed 4 years) positions when addressing a temporary workload peak or to complete a project.

30% OR MORE DISABLED VETERAN: 30% or more Disabled Veteran allows any veteran with a 30% or more service-connected disability to be non-competitively appointed in a permanent, temporary (not to exceed 1 year), or term (more than 1 year, but not more than 4) at any grade level if they: retired from active military service with a service-connected disability rating of 30% or more; or have a rating by the Department of Veterans Affairs showing a compensable service-connected disability of 30% or more. When using this authority to appoint on a permanent basis, the veteran is first placed on a time limited appointment of at least 60 days and then converted to a permanent appointment at management's discretion. When the authority is used for temporary or term appointments, the veteran will not be converted to a permanent appointment.

SCIENCE, MATHEMATICS AND RESEARCH FOR TRANSFORMATION PROGRAM (SMART): The Science, Mathematics and Research for Transformation (SMART) Program is an opportunity for students pursuing an undergraduate or graduate degree in Science, Technology, Engineering, and Mathematics (STEM) disciplines to receive a full scholarship and be gainfully employed upon degree completion. The Secretary of Defense may appoint to the

excepted service an individual who has successfully completed an academic program for which a SMART scholarship or fellowship was awarded. The individual may be noncompetitively converted to a career or career-conditional appointment in the competitive service upon satisfactory completion of two years of substantially continuous service.

REINSTATEMENT ELIGIBLES: Reinstatement is the reemployment of a former Federal employee who previously held a career or career conditional appointment with a Federal agency as a Federal employee on a permanent, competitive Federal appointment. There is no time limit on the reinstatement of a veteran's preference eligible or a person who has completed the service requirement for career tenure. Nonpreference eligibles who have not attained career tenure normally can only be reinstated within 3 years of the date of their earlier separation. Individuals with reinstatement rights can be noncompetitively placed in positions at grades equal to or lower than the grade they previously held. Reinstatement eligibles can also compete along with merit promotion candidates for positions at higher grades than they previously held as long as they meet the same requirements as in-service placement candidates. If selected, the applicant would be reinstated to the Federal Service.

INTERGOVERNMENTAL PERSONNEL ACT (IPA) MOBILITY PROGRAM: The Intergovernmental Personnel Act (IPA) allows for the detail of employees from Federal, State and local governments, institutions of higher education, Indian tribal governments, qualifying non-profit organizations, and federally funded research and development centers to serve on temporary, short term assignments. Assignments are management-initiated, voluntary and must be agreed to by the employee.

EXPEDITED HIRING AUTHORITY FOR SELECT DEFENSE ACQUISITION

WORKFORCE POSITIONS: Direct hire qualified individuals to select acquisition positions for which DoD designates a shortage of candidates exists or there is a critical hiring need. Positions can be filled at entry-level up to GS-15. Career fields eligible for use: Auditing, Business-Cost Estimating, Business-Financial Management, Contracting, Facilities Engineering, Program Management, Science & Technology Management, Engineer, Small Business, to name a few. The expiration date for using this authority has been removed.

DIRECT HIRE AUTHORITY FOR FINANCIAL MANAGEMENT EXPERTS IN DoD:

Appoint qualified candidates possessing a finance, accounting, management or actuarial science degree, or related degree, or equivalent experience to certain financial management positions. Positions can be filled at the GS-05 thru GS-15 level (or equivalent). Career fields and series eligible for use: Financial management positions (501, 503, 505, 530, 540, 544, 545, 560, 561, 599; Accounting positions (510, 525); Auditing positions (511). This authority has an expiration date of **31 December 2022**. Additionally, appointments for the calendar year are limited by allocations.

DIRECT HIRE AUTHORITY FOR POST-SECONDARY STUDENTS AND RECENT

GRADUATES: Appoint qualified current post-secondary students and recent graduates directly into competitive service positions in professional and administrative occupations at the (GS-11) and below (or equivalent). Career fields include: Administrative and Management Positions, Professional and Scientific Positions, and Competitive Service Student trainee Positions. This

authority has an expiration date of **30 September 2021**. Additionally, appointments for the calendar year are limited by allocations.

GOVERNMENT WIDE DIRECT HIRING AUTHORITIES

Using OPM approved government wide or agency specific direct-hire authorities, agencies may appoint candidates to positions without regard to the requirements in title 5 U.S.C. 3309 through 3318. In order for an agency to use government wide direct hire, OPM must determine that there is either a severe shortage of candidates or a critical hiring need for a position or group of positions.

Please contact your CPAC representative for more specific information regarding the various hiring authorities listed above.

Appendix 5

St. Paul District

Hiring and Retention Incentives

USACE published ER 690-1-1217, Hiring and Retention Incentives which combines four policies into one concise document rather than having several separate policies. Recruiting and retaining a highly talented workforce is a vital component of USACE's ability to meet its many missions. This ER should be looked at as a supervisor's toolkit of flexibilities when trying to attract, recruit and retain highly specialized talent. Incentives provide a means to augment financial compensation and leave benefits for highly desired candidates in hard-to-fill positions. Just below is a snapshot of the hiring and retention incentives covered under the ER.

1. Student Loan Repayment – this program can be utilized as a recruitment and retention incentive for highly-qualified employees. It allows USACE organizations to repay part or all of their outstanding federally insured student loans. All USACE employees are eligible, except for those occupying a position excepted from competitive civil service (i.e., Schedule C appointees) and current Federal employees when recruiting from other agencies. The Student Loan Repayment is a mutually beneficial incentive for the organization to recruit and retain mission essential talent while, in return, the employee receives financial alleviation to student loan debt.
2. Enhanced Leave – service credit for prior directly related non-Federal work experience, active duty military service and/or experience in a volunteer position may be granted as a recruitment incentive to credit service not otherwise creditable for the purposes of determining the annual leave accrual rate. This incentive is only eligible for candidates receiving their 1st appointment as a civilian employee in the Federal government, and those with a break in service of more than 90 days.
3. Recruitment, Relocation, Retention and Enhanced Retention Incentives – commonly referred to as the 3R's, is a valuable tool for supervisors to use when trying to attract candidates to accept positions essential to the USACE mission, goal or program activity accomplishments which would otherwise be difficult to fill in the absence of the incentive.
4. Superior Qualifications Appointment and Special Needs Pay-Setting Authority – provides pay setting flexibilities by enhancing job offers due to a candidate's superior qualifications or special USACE needs essential to the mission. This pay setting flexibility is only available for new appointments to a GS position in the Federal government, and those with a break in service of more than 90 days.

A copy of entire regulation can be found at the link below:

http://www.publications.usace.army.mil/Portals/76/Publications/EngineerRegulations/ER_690-1-1217.pdf?ver=2017-07-13-121040-600

Appendix 6

HCP Operational Definitions

CEMRS – CEMRS (Corps of Engineers Manpower Requirements Systems) is the management tool for the development of the FY's Manpower Utilization Plan. Project data from P2 is used to report and allocate FTE's for Civilian and Military on a "where managed" and "where worked" basis. This is only done on a yearly basis. Once the process is complete we get our final FTE number and that gets sent up to MVD up to HQ's for our overall Annual FTE for the following FY.

IMD - WHY THE ENHANCED INTEGRATED MANNING DOCUMENT (IMD)

The IMD was developed by Headquarters, U.S. Army Corps of Engineers (HQUSACE), Directorate of Resource Management (DRM), Manpower and Force Analysis Division (MFAD) in response to an adverse finding by the HQUSACE Inspector General (IG) in 1999. The IG recommended that USACE create a manpower repository for both Military Appropriations-funded and Civil Works appropriations-funded employees. The original purpose of the application was to have Command level input and access to a consolidated manpower database usable to meet data calls and facilitate upward manpower submissions such as the Federal Activities Inventory Reform (FAIR) and The Army Authorization Documents System (TAADS).

USACE-WIDE DEPLOYMENT OF IMD AND DATABASE OF CHOICE

The IMD is now the corporate USACE inventory of all Civilian and Uniformed Military positions, with capability to enter Contractor Man-year Equivalent (CME) data. HQUSACE uses the IMD as an upward reporting system for the Tables of Distribution and Allowances (TDAs), the FAIR submission, and the Army Stationing and Installation Plan (ASIP). Field Manpower Officers use the IMD as a local position management system.

Effective 2 October 2006, per direction of the USACE Chief of Staff, the IMD became the only position management system recognized for use throughout USACE. Our collective efforts have ensured that the IMD is the "database of choice" for position management HQUSACE uses IMD data for a variety of data calls, so Commanders and Directors should ensure that the data integrity is maintained.

IMD INTERFACE WITH DEFENSE CIVILIAN PERSONNEL DATA SYSTEM (DCPDS)

The IMD interfaces with the DCPDS on a bi-weekly basis to import personnel-specific data as of the most recent pay cycle without resorting to manual input. DCPDS is a human resources information support system for civilian personnel operations in the Department of Defense (DoD). The DCPDS enabled the Department to move from multiple systems to a single information system for DoD civilian employees. The system was designed to support appropriated fund, non-appropriated fund, and local national human resources operations.

The DCPDS is a system of integrated applications. At its core is a relational database. Data is entered into the database from a variety of points within the system, and then it is shared across the system electronically, so that the same data is not entered more than once.

The DCPDS works with (and is accessed through) the Civilian Personnel On-Line (CPOL) and provides files through the Business Objects InfoView (BOXI). The script that has been written in the new BOXI format

pulls specific fields from DCPDS in support of the bi-weekly IMD Interface. When the file is pulled, it is then reviewed for accuracy before it is uploaded into the IMD database. The bi-weekly IMD Interface is run with the latest USACE personnel information. A bi-weekly message is emailed to all IMD Users to clear their filters and review their database to ensure its accuracy.

The bi-weekly interface coincides with the Federal pay cycle. Most personnel actions are deliberately timed to the start of a new pay cycle. Thus, bi-weekly interface of DCPDS personnel data with the IMD's manpower requirements and authorizations data assures that the "fill" against specific positions is current; that vacancies are up to date; and that changes to encumbered positions (such as AMSCO, job series, job title) are up to date.

The process of matching DCPDS data against IMD data on a bi-weekly basis is termed "filtering." Mismatches that must be manually researched and reconciled by the IMD User (generally the activity Manpower Officer) are called "filters" to be "cleared."

The process of updating the IMD on a bi-weekly basis from DCPDS is the most recent enhancement to the IMD. This interface enlarges the IMD from strictly manpower purposes to include human resource / personnel purposes. It also ensures data integrity while minimizing manual data entry. As a result, USACE organizations should no longer devote resources to maintaining homegrown, local position management systems.

ORG Chart – By definition an ORG Chart is a diagram that shows the structure of the organization and the relationships and relative ranks of its parts and positions. Ideally, the ORG chart and IMD will match. The ORG Chart diagrammatically shows the Position Title and Grade of each Civilian position (GS or WG) and the number of positions for each title and grade. It also consists of all Officer, Warrant Officer and Vacancies. This is updated and signed annually by the Commander.

What is the purpose of the Reorganization Business Process? The Reorganization Business Process facilitates synchronization between Corps systems including CEFMS, P2, CEMRS, and the IMD. When an organization code is created, changed, or will no longer be used, the business process must be followed to ensure that the various systems that house the organization code and interface are synchronized. The Reorganization Business Process facilitates updating impacted systems.



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CEMVP-ZA

06 MAR '20

POLICY MEMORANDUM #5

SUBJECT: Equal Opportunity (EO) and EO Complaint Procedures for Military Members

1. Reference. AR 600-20, Army Command Policy, Chapter 6: The Equal Opportunity Program in the Army, 06 November 2014.
2. Purpose. This command is fully committed to the Army Equal Opportunity Program; unlawful discrimination and sexual harassment will not be practiced, condoned, or tolerated. This district will provide equal opportunity and fair treatment for military members, regardless of race, color, religion, gender, or national origin, and provide an environment free from sexual harassment.
4. Applicability. Active Army military and reserve personnel assigned to the MVP district.
3. Responsibilities. Every district leader is expected to create and maintain an environment of zero tolerance for discrimination. Employees must know that they will be treated fairly and with dignity and respect. Should unlawful discrimination occur, district leaders will investigate promptly and thoroughly, take appropriate actions as necessary, and ensure that personnel who file EO complaints are protected from acts or threats of reprisal.
4. Procedure. The preferred method for handling an EO complaint is through the chain of command. However, it is not the only channel available to resolve complaints. Should the complainant feel uncomfortable filing a complaint through the unit chain of command, or if a complaint is against a member of the chain of command, the complaint may be filed with Mississippi Valley Division, Office of Diversity and Leadership, 601-634-5055 or the U.S. Army Inspector General, 703-879-4200.
5. Point of Contact. The proponent for this policy is the undersigned at 651-290-5300.

A handwritten signature in black ink, reading "Karl D. Jansen".

KARL D. JANSEN
COL, EN
Commanding



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CEMVP-EE

06 MAR '20

POLICY MEMORANDUM #6

SUBJECT: Equal Employment Opportunity (EEO) Complaint Procedures for
Department of the Army Civilian Employees

1. References.

- a. AR 690-600, Equal Employment Opportunity Discrimination Complaints, 09 February 2004.
- b. AR 600-20, Army Command Policy, 06 November 2014.
- c. Public Law 110-233, Genetic Information Nondiscrimination Act of 2008 (GINA).
- d. Title 5 United States Code (USC), Section 7121, Grievance Procedures, 17 October 1998.

2. Policy. The U.S. Army Corps of Engineers (USACE) leadership is firmly committed to and fully supports Equal Employment Opportunity (EEO). All employees and applicants for employment are entitled to and should expect fair and equitable treatment regardless of race, color, religion, sex (including pregnancy, sexual orientation, or gender identity), national origin, age (40+), physical or mental disability, genetic information, and/or reprisal. USACE is an organization of people, and its success is based on their ability to perform in an environment of mutual respect, dignity, and fairness.

3. Applicability. This policy applies to all Civilians and Contractors working for/or employed by the U. S. Army Corps of Engineers, Mississippi Valley Division, St. Paul District.

4. Procedures. Civilian employees and applicants for employment who believe they have been unlawfully discriminated against or treated unfairly on the basis of RACE, COLOR, RELIGION, SEX, PREGNANCY, SEXUAL ORIENTATION, GENDER IDENTITY, NATIONAL ORIGIN, AGE (40+), PHYSICAL OR MENTAL DISABILITY, GENETIC INFORMATION, OR REPRISAL should consult our EEO Office regarding their rights under Army Regulation 690-600. Should the aggrieved individual feel uncomfortable filing through the organization's chain of command, or if the complaint is against a member of the chain of command, the complaint may be filed with any of the

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SUBJECT: Equal Employment Opportunity (EEO) Complaint Procedures for
Department of the Army Civilian Employees

following sources to include the organization's Equal Employment Opportunity (EEO) Office, Commander, and Department of the Army EEO Office or the Secretary of the Army. A complaint under AR 690-600 must be filed within 45 days of the action or practice alleged to be discriminatory, or within 45 days from when the aggrieved became aware of the alleged discriminatory action or practice. A Counselor or EEO Official must be consulted before a formal complaint is filed under the Army Regulation. Individuals may alternatively grieve allegations of discrimination under a negotiated grievance procedure or under Merit Systems Protection Board (MSPB) appellate procedures. Contact information is listed below:

MVP EEO Office
180 Fifth Street East, Suite 700
St. Paul, MN 55101-1678

Lupe Santos-Jensen, Counselor 651-290-5323
Larry J Blackwell, EEO Manager 651-290-5382

EEO Compliance and Complaints Review
Spurgeon Moore, Director 703-607-1978
spurgeon.moore@us.army.mil

Secretary of the Army
Ryan D. McCarthy
101 Army Pentagon
Washington, DC 20310-0101

5. Responsibilities. As the District Commander, I am responsible for ensuring all equal employment opportunity and sexual harassment/assault complaints are handled in accordance with prescribed regulations, in a timely manner and in accordance with the Department of Army Command Policy.

6. Point of Contact. Any questions regarding this policy, please contact MVP EEO Manager at 651-290-5382.

7. Supersession. This policy supersedes Policy Letter No. 16-13, Equal Employment Opportunity (EEO) Complaint Procedures, signed 15 December 2016.



KARL D. JANSEN
COL, EN
Commanding



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POLICY MEMORANDUM #8

SUBJECT: Prevention of Workplace Harassment

1. References.

a. Secretary of the Army, Army EEO and Anti-Harassment Policy for the Workplace, 27 April 2011.

b. AR 690-600, Equal Employment Opportunity Discrimination Complaints, 09 February 2004.

c. 29 Code of Federal Regulations (CFR), Part 1614, EEO Complaint Procedures.

d. Title VII of the Civil Rights Act of 1964, as amended.

2. Purpose. As the Commander of the U.S. Army Corps of Engineers, St. Paul District, I am committed to the eradication of harassment in the workplace based on discriminatory factors. For further information, you may need to reference Policy Memorandum #14 Workplace Violence Prevention Awareness.

3. Applicability. This policy applies to all Soldiers, Civilians, and Contractors working for/or employed by the U.S. Army Corps of Engineers (USACE), Mississippi Valley Division, St. Paul District.

4. Background. For years, the Army has communicated its prevention of sexual harassment in the workplace through its policies and mandatory training classes. Prohibitions against sexual harassment, wherein a supervisor is alleged to have used, implicitly or explicitly coercive sexual behavior to affect a tangible employment action of an employee, or creation of a hostile work environment, where an employee, supervisor, customer, vendor, etc., participates in gender based unwelcome comments, gestures, or physical contact of a sexual nature, have long been in place to combat such destructive misconduct.

5. Update. We have now broadened this prohibition policy to include any harassment in the workplace that is based on a person's race, color, national origin, age, religion, genetic information, disability (physical or mental), sex (pregnancy, gender identity/transgender), or reprisal. The criterion for determining what types of behavior

constitute harassment will be based on (1) whether the conduct was unwelcome; (2) whether the conduct was based on an employee's protected status; and (3) whether the conduct was severe or pervasive enough to affect the employee's employment. The standard for making these determinations will be based upon what a reasonable person would find.

6. Procedures. It is our goal to afford every employee a work environment free of harassment and offensive behavior. While hostile environments may be difficult to recognize, employees and supervisors should be aware that jokes, teasing, profanity and horseplay in the workplace might be viewed as offensive by others. If you are not sure, ask yourself the following questions:

- a. Is the verbal or physical behavior of a sexual or other offensive nature?
- b. Is the conduct offensive to the person(s) who witnessed it?
- c. Is the behavior being initiated by one of the parties who has organizational power over the other?
- d. Does the employee feel that they must tolerate the conduct in order to keep their job?
- e. Does the conduct make the employee's job environment unpleasant?

If the answer to any of these questions is "yes," put a stop to the negative conduct.

7. View Point. A key element of defining harassment is the recipient of the harassment, not the person initiating the behavior. Harassment is employee misconduct that undermines the integrity of the employment relationship, lowers morale, and reduces productivity. It is a violation of the victim's civil rights; if it is based on the individual's protected status.

8. Responsibilities. I expect the full cooperation of all supervisors, managers, and employees in maintaining an environment which fosters equal employment opportunity for all. I expect leaders at all levels to address allegations of workplace harassment swiftly, fairly, and effectively regardless of whether a complaint has or has not been initiated. Further, allegations of sexual harassment will be brought to my attention, or the attention of the EEO Office within 24 hours of the supervisor becoming aware of it. It is my policy to eliminate discriminatory harassment from the workplace and provide all employees an environment free from harassing behavior. In order to implement this mandate, all employees are expected to take a leadership role in carrying out the following initiatives:

- a. Inform yourself of the avenues for seeking redress and the action that will be taken against individuals who violate this policy.

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SUBJECT: Prevention of Workplace Harassment

b. Make a personal commitment to exhibit the highest standards of behavior exemplified by the Federal Code of Conduct and Joint Ethics Regulation.

c. Take the required Department of Army training on the identification and prevention of prohibited workplace and sexual harassment.

9. Point of Contact. Any questions are to be directed to the District Engineer at 651-290-5300 or EEO Manager at 651-290-5382.

10. Supersession. The policy supersedes Policy Letter No. 16-04, Prevention of Workplace Harassment, dated 15 Dec 2016.

A handwritten signature in black ink that reads "Karl D. Jansen". The signature is written in a cursive, flowing style.

KARL D. JANSEN
COL, EN
Commanding



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06 MAR '20

POLICY MEMORANDUM #9

SUBJECT: Complaints Pursuant to 10 U.S.C. Section 1561

1. Reference. 10 United States Code (USC) Section 1561, Complaints of Sexual Harassment: Investigation by Commanding Officers, 23 December 2016.

2. Purpose. Complaints alleging supervisory personnel have committed sexual harassment may now be pursued under 10 U.S.C. Section 1561. Complaints should be in writing and identify date, time, location, conduct, and the name(s) of the person(s) involved in the conduct in question. This complaint option is separate from, and in addition to, an employee's and any witness's right to file a discrimination complaint with the MVP EEO Office alleging sexual harassment under Title VII.

3. Applicability. This policy applies to all Soldiers, Civilians, and Contractors working for/or employed by the U.S. Army Corps of Engineers (USACE), Mississippi Valley Division, St. Paul District.

4. Background. The definition of sexual harassment under 10 U.S.C. Section 1561 means any of the following:

a. Conduct that-

(1) involves unwelcome sexual advances, requests for sexual favors, and deliberate or repeated offensive comments or gestures of a sexual nature when (a) submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career; (b) submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person; or (c) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment; and

(2) is so severe or pervasive that a reasonable person would perceive, and the victim does perceive, the work environment as hostile or offensive.

b. Any use or condonation, by any person in a supervisory or command position, of any form of sexual behavior to control, influence, or affect the career, pay, or job of a member of the armed forces or a civilian employee of the Department of Defense.

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SUBJECT: Complaints Pursuant to 10 U.S.C. Section 1561, Complaints of Sexual Harassment

c. Any deliberate or repeated unwelcome verbal comment or gesture of a sexual nature in the workplace by any member of the armed forces or civilian employee of the Department of Defense.

5. Responsibility. The Deputy District Engineer has been designated as the point of contact for receipt of Section 1561 sexual harassment complaints. Upon receipt, an investigation of the complaint must commence within 72 hours. Complainants will be advised when an investigation is initiated. To the extent practicable, an investigation is to be completed within 14 days of its commencement, with the final report due within 20 days. Final reports will be submitted to the next superior office in the chain of command with general court-martial convening authority.

6. Point of Contact. Any questions for this policy is the District Engineer 651-290-5300 or 651-341-1251.

7. Supersession. This policy supersedes Policy Letter No. 16-02, Complaints Pursuant to 10 U.S.C. Section 1561, signed 30 June 2016.

A handwritten signature in black ink, appearing to read "Karl D. Jansen", with a stylized, cursive script.

KARL D. JANSEN
COL, EN
Commanding



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POLICY MEMORANDUM #10

16 MAR '20

SUBJECT: Reaffirmed Commitment to Equal Employment Opportunity and Affirmative Employment

1. References.

a. AR 690-600, Equal Employment Opportunity Discrimination Complaints, 09 February 2004.

b. Public Law 110-233 Genetic Information Nondiscrimination Act of 2008 (GINA).

2. Policy. As Commander, I am committed to a work environment that supports equal employment opportunity for everyone without regard to race, color, religion, sex (including pregnancy, sexual orientation and gender identity), age (40+), national origin, physical or mental disability, genetic information, or reprisal. The principles and practices of equal employment opportunity and affirmative objectives are an integral part of our mission. It is every employee's responsibility to support this commitment.

3. Applicability. This policy applies to all Soldiers, Civilians, and Contractors working for/or employed by the U.S. Army Corps of Engineers (USACE), Mississippi Valley Division, St. Paul District.

4. Procedures. In adhering to the principles and practices of equal employment opportunity, management practices must be strictly applied without regard to race, color, sex (including pregnancy, sexual orientation and gender identity), religion, national origin, age (40+), physical or mental disability, genetic information, or reprisal. I expect these principles and practices to be applied in every organization, every field site, and every duty station. Any hiring, advancement, training, recognition, etc., which is based on any factor other than merit, is unacceptable. Managers and Supervisors will correct any artificial barriers to hiring, retention, or advancement.

5. Responsibilities. Performance ratings in the EEO element for supervisors must include objectives that are appropriate affirmative employment activities to correct deficiencies and achieve true equal employment opportunity. Where imbalances or lack of progress are evident, appropriate measures will be taken by supervisors to remedy the problem. Providing fair and equitable treatment to all is the responsibility of everyone in the St. Paul District. Any actions that fail to uphold these tenets are

CEMVP-EE

SUBJECT: Reaffirmed Commitment to Equal Employment Opportunity and Affirmative Employment

unacceptable and should be immediately brought to the attention of appropriate officials.

6. Point of Contact. Please contact the Deputy Commander at 651-290-5299 with any questions regarding this policy. If you have question regarding the procedure for early resolution involvement, you may contact MVP EEO Manager at 651-290-5382.

7. Supersession. This policy supersedes Policy Letter No.16-03, Reaffirmed Commitment to Equal Employment Opportunity and Affirmative Employment, signed 15 December 2016.

A handwritten signature in black ink that reads "Karl D. Jansen". The signature is written in a cursive style with a large, stylized 'K' and a long, sweeping underline.

KARL D. JANSEN
COL, EN
Commanding



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS, ST. PAUL DISTRICT
180 FIFTH STREET EAST, SUITE 700
ST. PAUL, MN 55101-1678

CEMVP-EE

06 MAR '20

POLICY MEMORANDUM #11

SUBJECT: Resolution of Pre-Complaints (EEO)

1. Reference.

a. AR 690-600, Equal Employment Opportunity Discrimination Complaints, 09 February 2004.

b. Public Law 110-233 Genetic Information Nondiscrimination Act of 2008 (GINA).

2. Policy. I am committed to ensuring our workplace provides an environment that supports productivity and good working relations. I am also committed to ensuring that we provide prompt attention to any form of disruption to the flow of work, including workplace issues that may hinder productivity and the quality of work life for our employees. It is essential that you take a personal and proactive approach to resolve equal employment and discrimination matters that arise in your work units at the lowest level and at the earliest point possible. As provided in Army Regulation 690-600, "early resolution of complaints achieves better employee relations, cuts administrative costs, avoids protracted litigation, and is consistent with the Army's commitment to EEO." Consistent with this policy, all reasonable measures to resolve disputes during the pre-complaint stage of the EEO complaint process will be considered.

3. Applicability. This policy applies to all Soldiers, Civilians, and Contractors working for/or employed by the U.S. Army Corps of Engineers (USACE), Mississippi Valley Division, St. Paul District.

4. Procedures. Upon receipt of a pre-complaint, the division or office chief will immediately notify the branch or section chief where the complaint arose. The appropriate branch or section chief is encouraged to collaborate with the EEO Office with recommendation(s) to resolve the complaint.

5. Responsibilities. You are expected to seriously consider and fully explore all options for resolving informal EEO complaints as early in the informal process as possible and to be personally and fully engaged in the alternative dispute resolution (ADR) process when offered by the EEO Officer. It is understood that during the pre-complaint stage not all complaints will be resolved at the informal stage; however, all reasonable efforts should be made to address and resolve every issue on an informal basis.

CEMVP-EE

SUBJECT: Resolution of Pre-Complaints (EEO)

6. Points of Contact. The proponents for this policy are the Deputy Commander at 651-290-5299 or the EEO Manager at 651-290-5382.

7. Supersession. This policy supersedes Policy Letter No.16-15, Resolution of Pre-Complaints (EEO), dated 30 June 2016.

A handwritten signature in black ink, reading "Karl D. Jansen". The signature is written in a cursive, flowing style with a large initial "K".

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CEMVP-EE

18 MAR '20

POLICY MEMORANDUM #13

SUBJECT: St. Paul District - Reasonable Accommodation

1. References.

a. P.L. 93-112, Rehabilitation Act of 1973, signed 26 September 1973, (29 U.S.C. § 701, et seq.) (87 Stat. 355), as amended.

b. P.L. 101-336, Americans with Disabilities Act of 1990 (ADA) (42 U.S.C. § 1210, et seq.) (104 Stat. 327), as amended by the ADA Amendments Act of 2008 (ADAAA) (42 U.S.C. §§ 12103, 12205a) (122 Stat. 3553).

c. Army Regulation 690-12, Equal Employment Opportunity and Diversity, 12 December 2019.

d. CEEO Memorandum, Subject: Standard Operating Procedure (SOP) for Reasonable Accommodations for Individuals with Disabilities, 16 May 2011.

2. Policy. The U.S. Army Corps of Engineers (USACE) St Paul District is committed to ensuring that qualified individuals with disabilities have full access to equal employment opportunities. The Americans with Disabilities Act of 1990 (ADA), as amended by the ADA Amendments Act of 2008 (ADAAA), defines disability with respect to an individual - (a) a physical or mental impairment that substantially limits one or more major life activities of such individual; (b) a record of such impairment; or (c) being regarded as having such impairment. A qualified individual means an individual who, with or without reasonable accommodation, can perform the essential functions of the employment position that such individual holds or desires.

Although many individuals with disabilities can apply for and perform jobs without an accommodation, there are workplace barriers preventing some qualified individuals with disabilities from performing jobs that they could do with reasonable accommodation. Reasonable accommodations may include – (a) making existing facilities used by employees readily accessible to and usable by individuals with disabilities; and (b) job restructuring, part-time or modified work schedule, reassignments to a vacant position, acquisition or modification of equipment or devices, appropriate adjustment or modifications of examinations, training materials or policies, the provision of qualified readers or interpreters, and other similar accommodations for individuals with disabilities. Reasonable accommodations are changes in the work environment or in the way things are customarily done to enable qualified individuals with disabilities to enjoy equal employment opportunities. The St. Paul District is committed to providing reasonable accommodations to qualified individuals as required under the Rehabilitation Act of 1973, as amended.

3. Applicability. This policy applies to all job applicants, soldiers, civilians and contractors working for or employed by the U. S. Army Corps of Engineers, Mississippi Valley Division, St. Paul District.

4. Procedures. In order to meet the MVP strategic goal of becoming an "employer of choice," it is necessary that all employees be given the opportunity to realize their full potential. Further, it is the goal of the St. Paul District that individuals with disabilities be fully integrated into the District workforce. For employees with disabilities, the provision of reasonable accommodation will serve as the vehicle for accomplishing this. Title 29 of the Code of Federal Regulations states that the government shall be a model employer for individuals with disabilities. In addition, the Rehabilitation Act of 1973 requires Federal employers to provide reasonable accommodation to qualified employees and applicants with disabilities. The command recognizes their responsibility as outlined in these statutes and will make every effort to ensure that not only are the requirements are met, but that their spirit and intent are also fulfilled.

5. Responsibilities.

a. Managers and supervisors will be held accountable for addressing any requests for reasonable accommodation in a timely manner as long as the accommodation does not pose an undue hardship on the organization.

b. An employee or applicant with a disability may make an oral or written request for accommodation at any time to the individual's immediate supervisor, a supervisor in the individual's chain of command, the Equal Employment Opportunity (EEO) Office, or the Civilian Personnel Advisory Center (CPAC). The individual is not required to mention the Rehabilitation Act or use the phrase "reasonable accommodation" or "disability," although the agency official who receives the request must confirm whether an individual is requesting a reasonable accommodation if the nature of the initial communication is unclear. The employee/applicant is encouraged to provide sufficient medical documentation with the request to enable the decision maker to make an informed decision on the request. In the absence of a written request from the employee/applicant, the agency who received the request shall make a written record of the request. The agency official who receives the request must notify the Disability Program Manager (the Chief of the EEO Office or designee) within two business days of receipt. A tracking number will be assigned to each request.

c. The requestor's first-line supervisor will normally make the decision on whether to grant or deny the request for reasonable accommodation. The decision maker will consult with the Disability Program Manager, CPAC, and Office of Counsel at all stages of the reasonable accommodation process. The Office of Counsel must conduct a legal review of all proposed decisions on requests for reasonable accommodation, before an employee/applicant is asked for provide additional medical documentation.

d. Following initial consultation with the Disability Program Manager, CPAC, and Office of Counsel, the decision maker will engage the requesting employee/applicant in an informal dialogue to clarify, as needed, the impairment(s) or limitation(s) caused by the individual's disability, the accommodation(s) requested, and the most appropriate reasonable accommodation(s). If the disability or need for accommodation are not obvious, the decision maker may ask the employee/applicant to provide medical documentation to establish that the requestor is a qualified individual with a disability and needs the requested accommodation and to provide medical documentation related to the functional impairment(s) or limitation(s) caused

by the individual's disability and possible accommodation(s). Failure to provide necessary documentation when it has been properly requested could result in a denial of the request for reasonable accommodation. The decision maker or any other agency official who has information in connection with a request for reasonable accommodation may share confidential information connected with the request with other agency officials only when those other officials demonstrate a need to know the information to make a determination on an accommodation request or to help the decision maker make such a determination.

e. Absent extenuating circumstances, the decision maker should make a decision on the request for reasonable accommodation within 30-business days from the date the decision maker received the initial request. If additional time is necessary, the decision maker will provide the requestor with an explanation of the delay and an estimated date when the response will be provided. However, the 30-business day timeline is paused pending receipt of the requested medical information or supporting documentation from the requester or a health care provider. The timeline resumes when the requested documentation is provided.

f. The decision maker will either grant or deny the request for reasonable accommodation in writing. As part of the interactive process, the decision maker may offer the employee/applicant alternative suggestions for reasonable accommodations and discuss their effectiveness in addressing the need for reasonable accommodation. A decision to provide an accommodation other than the one specifically requested is considered a decision to grant an accommodation. If more than one accommodation is effective, the preference of the requesting employee/applicant should be given primary consideration; however, the decision maker has the ultimate discretion to choose between effective accommodations. The written decision granting an alternative accommodation will explain the reason(s) the specific accommodation requested was not granted and why the decision maker has determined that the chosen accommodation will be effective. If the decision maker denies the request for reasonable accommodation, the written denial must state the specific reason(s) for the denial, identify the agency official who made the decision, and provide information about the individual's right to file an EEO complaint and invoke other applicable statutory or regulatory processes. The written decision granting or denying the request must be provided to the Disability Program Manager, CPAC, and the Office of Counsel.

6. Point of Contact. Any questions regarding this policy, please contact MVP EEO Manager at 651-290-5382.

7. Supersession. This policy supersedes Policy Letter No. 16-24 St. Paul District Reasonable Accommodation, signed 21 October 2016.



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CEMVP-SL

06 MAR '20

POLICY MEMORANDUM #14

SUBJECT: Workplace Violence Prevention and Response

1. References.

a. DoDI 1438.06, DoD Workplace Violence Prevention and Response Policy, 16 January 2014.

b. DoD Defense Civilian Personnel Advisory Service Guide: Workplace Violence Prevention and Response, May 2012.

c. Interagency Security Committee Violence in the Federal Workplace: A Guide for Prevention and Response, 2019.

d. Department of Labor Office of the Assistant Secretary for Administration & Management DoL Workplace Violence Program.

e. Centers for Disease Control National Institute for Occupational Safety and Health Workplace Violence Types (University of Iowa Injury Prevention Research Center), 2001.

2. Purpose. This memorandum establishes policies and procedures for dealing with acts of violence, threats of violence, and threatening and intimidating behavior by or against any member of the Saint Paul District workforce. All employees should be provided a work environment that is conducive to maximum personal and professional performance.

3. Applicability. This policy applies to all Soldiers, Civilians, and Contractors working for/or employed by the U.S. Army Corps of Engineers (USACE), Mississippi Valley Division, St. Paul District.

4. Definitions. Workplace violence is defined as any act or threat of physical violence, harassment, intimidation, or threatening disruptive behavior that occurs at the work site or in conjunction with the workplace (i.e. off-duty, social media or TDY). Behavioral science has identified five types of workplace violence, as follows:

a. Type One – Criminal Intent. Criminal intent workplace violence incidents are when the perpetrator has no relationship with the targeted establishment and the primary motive is theft. The biggest targets of criminal intent violence are workers who exchange cash, work late hours or work alone.

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SUBJECT: Workplace Violence Prevention Awareness

b. Type Two – Customer/Client. During a customer/client workplace violence incident, the perpetrator is a customer or client of the employer and the violence often occurs in conjunction with the worker's normal duties.

c. Type Three – Worker-to-Worker. This type of violence incident is generally perpetrated by a current or former employee, and the motivating factor is often interpersonal or work-related conflicts, losses and traumas.

d. Type Four – Domestic Violence. Domestic violence in the workplace is oftentimes perpetrated by someone who is related to or in a current or former relationship with an employee.

e. Type Five – Ideological Violence. This type of violence is directed at the organization, its people, and/or property for ideological, religious or political reasons. Many active shooter and terrorist incidents fall into this category.

5. Policy.

a. Violence, threats of violence, threatening remarks and threatening gestures are unacceptable in the workplace and will not be tolerated.

b. Threats of violence are not a joking matter and will not be considered as such in MVP workplace. *All threatening statements, remarks, gestures, and implied threats will be taken seriously and assumed to represent intent or potential towards violence.*

c. Any and all acts of violence, threats of violence, threatening remarks and threatening gestures that occur in the MVP workplace or in conjunction with the district work environment (i.e. off-duty, social media or TDY) will be thoroughly investigated by the district's Crisis Intervention Team (CIT) and acted upon by the appropriate management official.

d. Employees who engage in violence, threatening acts, threatening remarks and/or threatening gestures in the workplace (or outside the workplace if such behavior is in any way connected with the workplace) may be subject to disciplinary action appropriate to the situation.

6. Responsibilities.

a. Any district member who is subjected to violence or threat of violence in the workplace or in conjunction with their work environment must report the incident directly and promptly to his or her supervisor, any member of the Crisis Intervention Team (CIT) or the district Security and Law Enforcement Office (SL).

b. Any district member who observes what appears to be an act or threat of violence against any member of the district workforce, or against "the District" in general, or an office of the district, must report the incident directly and promptly to his or her supervisor, any member of the Crisis Intervention Team (CIT), or the district Security & Law Enforcement Office.

c. Any district supervisor who receives a report (no matter how "informal" or "unofficial") of an act or threat of violence must report the incident directly and promptly to his or her Division/Office Chief, to any member of the Crisis Intervention Team (CIT) or to the district Security & Law Enforcement Office.

d. Any Division/Office Chief who receives a report of an act or threat of violence must immediately contact a member of the Crisis Intervention Team or the district Security & Law Enforcement Office.

e. Any district supervisor who observes or receives reports of an employee engaging in *intimidating behavior*, such as inappropriate and/or repeated invasion of the personal space of another employee, angry confrontation(s), or other exhibitions of agitation or belligerence must contact a member of the Crisis Intervention Team for assistance in assessing the situation.

7. Crisis Intervention Team (CIT).

a. The St. Paul District Crisis Intervention Team is composed of the following members:

(1) Standing members. The CIT will consist of the following members:

- Chief of Security & Law Enforcement - Chairperson
- Chief, Office of Counsel or designee.
- Chief, Civilian Personnel Advisory Center (CPAC) or designee
- Antiterrorism / Physical Security Officer

(2) Ad-Hoc members. The following members may be called upon to deal with specific situations or to provide assistance in their areas of expertise:

- The Chief of Division or Office (where the issue being addressed, occurred) or designee.
- Chief, Equal Employment Office or designee.
- Chief Public Affairs or designee.
- The President, Vice President or designee of the designated bargaining unit (When incident involves a bargaining unit member.)

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SUBJECT: Workplace Violence Prevention Awareness

b. Crisis Response. Upon receiving a report of workplace violence or the threat of violence, the Crisis Intervention Team shall:

- (1) Provide medical assistance if needed.
- (2) Notify the district commander.
- (3) Assess the preliminary information to determine if further action is required.
- (4) Notify Public Affairs Office if event is likely to generate media attention.
- (5) Take necessary action to investigate and/or mitigate the situation.

c. The function of the Crisis Intervention Team is to ensure violent or potentially violent situations in the workplace are assessed, investigated, and acted upon appropriately. In this regard, the team may take *any* or *all* of the following actions:

(1) Investigate or direct the investigation of reported threats, acts of violence, or erratic or intimidating behavior.

(2) Consult with medical professionals in assessing violent or potentially violent situations and in developing plans to address them.

(3) Counsel and advise supervisors and employees in assessing, correcting and dealing with threats, violence or potential violence and intimidating or erratic behavior.

(4) Pursue directing that an employee undergo a fitness for duty medical examination.

(5) Direct, request, or take whatever action the team determines is appropriate for the protection of the district and its workforce, such as:

(a) Directing the temporary removal of an individual from a work site.

(b) Placing individuals in a paid non-work status pending completion of an investigation.

(c) Requesting legal and/or law enforcement action by federal, state, or local authority.

(d) Propose and/or recommend levels of disciplinary action.

(6) Be available to advise the Corporate Board on workplace violence.

d. The CIT will ensure that the district Security & Law Enforcement Office captures a written record of the incident and that any recommendations are maintained as part of the district's security files.

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SUBJECT: Workplace Violence Prevention Awareness

8. Point of Contact. The proponent for this policy is the Chief of Security & Law Enforcement at 651-290-5475/5206.

9. Supersession. This policy supersedes Policy Letter #380-1-2, Workplace Violence, dated 05 November 2018.

A handwritten signature in black ink that reads "Karl D. Jansen". The signature is written in a cursive, flowing style.

KARL D. JANSEN
COL, EN
Commanding

St. Paul District



2020-2030 Strategic Plan

2020-2022
Strategic Priorities

VISION

A relentless pursuit to be a

WORLD CLASS DISTRICT THAT DELIVERS

for our workforce, partners, region, enterprise and nation; by **BUILDING STRONG AND TAKING CARE OF PEOPLE**

Mission
Value
People

SGM

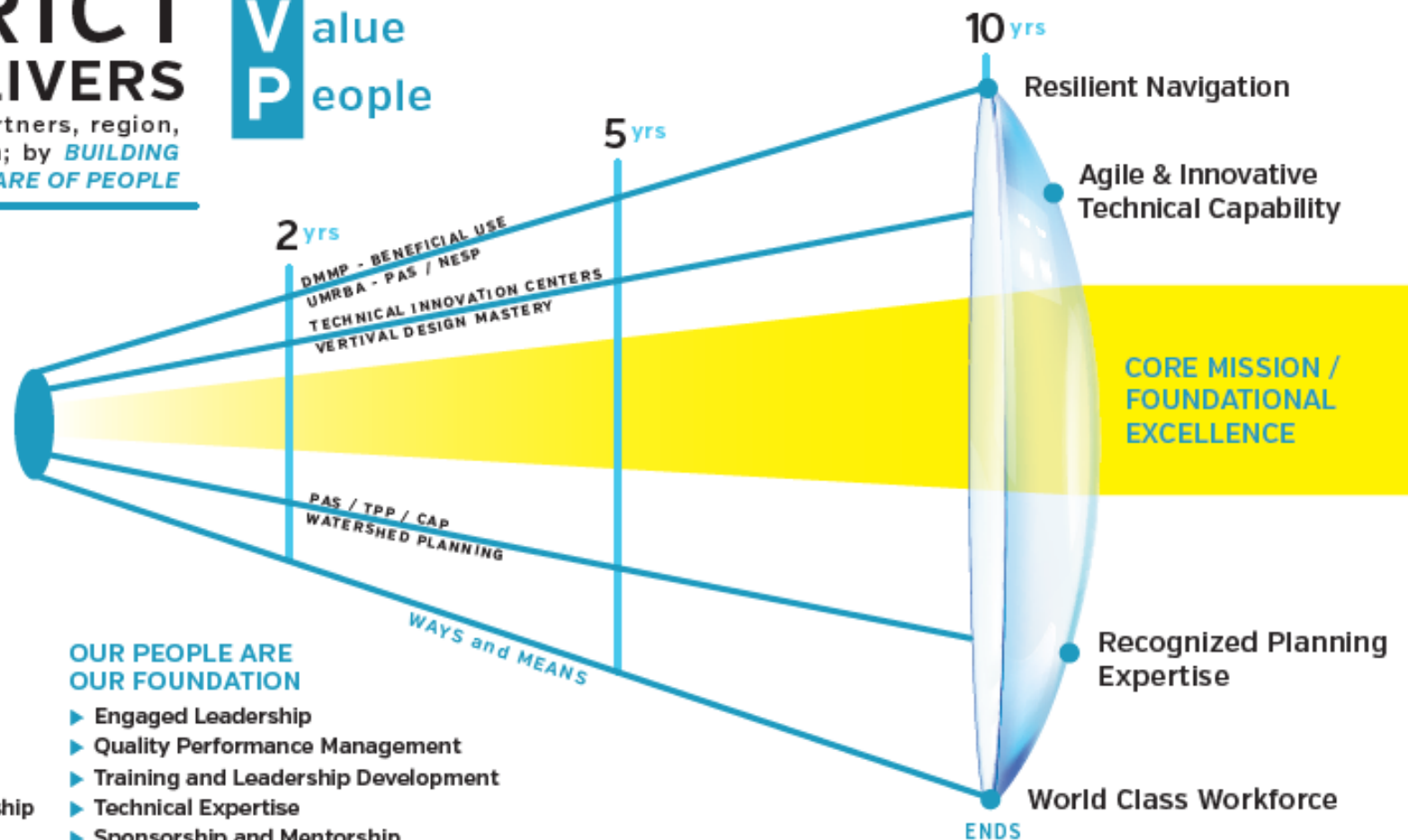
- ▶ 10-year Focus
- ▶ Culture
- ▶ Guiding Principles
- ▶ Vision

OUR CORE MISSION AREAS

- ▶ Navigation
- ▶ Flood Risk Management
- ▶ Ecosystem Restoration
- ▶ Environmental Stewardship
- ▶ Recreation
- ▶ Regulatory
- ▶ Disaster Response
- ▶ PDBP Excellence: Quality / Cost / Schedule

OUR PEOPLE ARE OUR FOUNDATION

- ▶ Engaged Leadership
- ▶ Quality Performance Management
- ▶ Training and Leadership Development
- ▶ Technical Expertise
- ▶ Sponsorship and Mentorship
- ▶ Safety Excellence
- ▶ Expeditionary Mindset



BECOMING > BEING

– THINK COMPETITIVE ADVANTAGE / EDGE –

AGILE | INNOVATIVE | BREAK FROM NORM
DELIVER SMALL PROJECTS



US Army Corps
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Strategic Priorities Info Sheet

2020 – 2022 Strategic Governance

Strategic Priority: #1 Resilient Navigation (Open Navigation Pass)

Champion(s): OPS (Cameron/Peterson)

Description	Actions or Activities
What is the Big Idea	Create more resilient navigation to address issues of increased intensity, duration, and frequency of high water events resulting in unavailability or lower reliability of the system.
What are the anticipated future environment relevant to the Big Idea	System unavailability or lower reliability ultimately leads to decreased tonnage (usage overall) resulting in the river system becoming unviable.
10 year plan/activities to reach the Big Idea	Study changing river conditions resulting in a concept and design that addresses increased high water events and is implemented in one or more locations to mitigate high water events impact on industry and overall system availability.
3 year plan/activities to reach the 10 year goal	Implementable design concept is 100% complete, vetted, and authorized pending funding to execute at highest priority location.
1 year plan/activities to reach the 3 year goal	Feasibility level concept is vetted and a way forward is established on a design concept that could be adapted across the system to address the highest need locations.
Action(s) to be completed over the next quarter and note if assistance is needed	Multi discipline PDT with representation from MVP, MVR, and INDC is formed and funded to begin feasibility study Q4 FY20 with work completed in Q3 FY21.



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Strategic Priorities Info Sheet

2020 – 2022 Strategic Governance

Strategic Priority: #1 Resilient Navigation (River to Reuse)

Champion(s): OPS (Cameron/Peterson)

Description	Actions or Activities
What is the Big Idea	Develop a strategic plan that allows the one time movement of dredged material from the channel to a location/locations where the material is beneficially used at the same rate of the needed capacity.
What are the anticipated future environment relevant to the Big Idea	A sustainable dredged material management plan must include a robust beneficial use program due to increasing difficulty and expense in finding new sites. Lack of sites will lead to reduced dredging and channel restrictions. System unavailability or lower reliability ultimately leads to decreased tonnage (usage overall) resulting in the river system becoming unviable.
10 year plan/activities to reach the Big Idea	Engage with research partners to develop opportunities to use the good clean sand of the Upper Mississippi River in creative ways and with creative transportation methods to get the material where it can be utilized cost effectively. Work with communities to encourage businesses that can use dredged material. Advocate for programs that give incentives for use of dredged material.
3 year plan/activities to reach the 10 year goal	Research partners have developed concept ideas for the use and transportation of the clean sand to multiple uses in a wide range of geographical areas. Develop studies to investigate and fill data gaps. Hire an AE firm to study alternative uses and market demand in the area. Establish agreements with stakeholders to manage material (Section 204, Section 217, Section 1122, etc.).
1 year plan/activities to reach the 3 year goal	Identify research partners and engage them with the concept and discuss the feasibility of the idea. Complete a literature search of existing information to find opportunities and identify data gaps. Start working on known opportunities and identify barriers.
Action(s) to be completed over the next quarter and note if assistance is needed	Channels & Harbors will take the lead in forming a team consisting of ERDC, University of Minnesota, Economists, Transportation experts and Environmentalists. The Beneficial Use Work Group of the River Resources Forum will be the starting point for this effort.



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Strategic Priorities Info Sheet

2020 – 2022 Strategic Governance

Strategic Priority: Streamline Small Project Delivery

Champion(s): Terry Birkenstock

Description	Actions or Activities
What is the Big Idea	Planning studies in small programs such as CAP, TPP, and PAS can be executed more quickly with a target of less than two years. Faster execution equals more opportunity for future work.
What are the anticipated future environment relevant to the Big Idea	Create a risk-informed decision making framework that includes tools, tips, and best practices to empower teams to make decisions and execute studies.
10 year plan/activities to reach the Big Idea	Ensure the St. Paul District is competitive to attract sponsors and stakeholders. Local and regional water resources problems can be solved more quickly. Greater construction workload due to a pipeline of studies.
3 year plan/activities to reach the 10 year goal	Develop a planning handbook that provides best practices. Explore the possibility of program specific teams that provide a production center philosophy for these small programs. Advocate for delegated approval of these programs down the District.
1 year plan/activities to reach the 3 year goal	Continue support to Revolutionize CW CAP Initiative. Find pockets of excellence to recreate on each program. Organize types of studies in each program and define a necessary level of detail and required data sets.
Action(s) to be completed over the next quarter and note if assistance is needed	Explore the possibility of creating a design handbook for each type of study that could help with cost estimates. Develop standard risk register and decision log to use in these programs. Continue support to MVP staff working on the Revolutionize CW CAP Initiative Team.



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St. Paul District

Strategic Priorities Info Sheet

2020 – 2022 Strategic Governance

Strategic Priority: Expand Technical Capabilities & Recognized Expertise

Champion(s): Michael J. Bart, P.E.

Description	Actions or Activities
What is the Big Idea	Expand the MVP 2D/3D H&H modeling expertise by partnering with ERDC to increase our technical abilities, create new career opportunities, and broaden our existing portfolio of challenging workload. Expand Advanced Geotechnical Modeling expertise using a similar approach with a comparable desired end state.
What are the anticipated future environment relevant to the Big Idea	Increased technical opportunities and challenging workload for the H&H and Geotechnical staff by leveraging our technical expertise and professional relationships.
10 year plan/activities to reach the Big Idea	<ol style="list-style-type: none">1. Full functioning H&H partnership with ERDC;2. Similar partnership(s) with a University;3. Expansive MVP H&H and Geotechnical expertise;4. Challenging future workload; and5. Recognized technical expertise across USACE.
3 year plan/activities to reach the 10 year goal	<ol style="list-style-type: none">1. ERDC H&H partnership underway;2. Workload and staff development in specialty areas ongoing,3. Implement Geotechnical expertise and companion professional relationships; and4. Continuous MVP technical expertise development.
1 year plan/activities to reach the 3 year goal	<ol style="list-style-type: none">1. Finalize discussions and implementation strategy with ERDC;2. Sign ERDC partnership agreement;3. Initiate similar partnership with a University;4. Strategize on future of geotechnical modeling and path forward; and5. Brainstorm other areas of enhanced MVP technical expertise.
Action(s) to be completed over the next quarter and note if assistance is needed	<ol style="list-style-type: none">1. Have additional discussions with ERDC;2. Explore workload opportunities and required staffing; and3. Develop draft partnering agreement;



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Strategic Priorities Info Sheet

2020 – 2022 Strategic Governance

Strategic Priority: World Class Workforce

Champion(s): Abby Hansen

Description	Actions or Activities
What is the Big Idea	Recruit, develop, and retain a world class work forces that is continuously evolving.
What are the anticipated future environment relevant to the Big Idea	Create a flexible workplace culture; specifically flexibility with the geographic and schedule needs of the workforce.
10 year plan/activities to reach the Big Idea	Ensure the St. Paul District is using all work place flexibilities to recruit and retain a world class workforce.
3 year plan/activities to reach the 10 year goal	Develop a flexible workplace – telework hubs, full-time telework options for employees (work-life balance) Continue to educate the District managers on recruitment and retention tools available Continue to develop and train workforce to allow for growth and engagement
1 year plan/activities to reach the 3 year goal	Identify and educate hiring managers on the tools available for recruitment and retention options. District office move –take advantage while we have the ability to make changes to the possible office move/remodel knowing the change in technology, the need for more collaboration & communication amongst employees, and the need of a good work-life balance (flexibility)
Action(s) to be completed over the next quarter and note if assistance is needed	Continue to work with Real Estate on the possible building move SDP on Relation and Incentive options available Continue to educate and promote hiring at national career fairs



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Strategic Priorities Info Sheet

2020 – 2022 Strategic Governance

Strategic Priority: Establish MVP as the Alternative Financing Knowledge Center

Champion: Wilson,

Description	Actions or Activities
What is the Big Idea	Establish MVP as the USACE Knowledge Center for Alternative Financing to include Public Private Partnerships (P3) arrangements in order to capture, understand and foster innovation in alternative financing methodology.
What are the anticipated future environment relevant to the Big Idea	Rising national debt and continual budget deficits will require the federal government to look for innovative methods to fund infrastructure projects. Because many of these methods are non-traditional, USACE needs an organization to objectively evaluate and research alternative finance initiatives. To become the body of knowledge
10 year plan/activities to reach the Big Idea	MVP is the recognized Knowledge Center to support alternative financing arrangements across USACE and the Federal Government
3 year plan/activities to reach the 10 year goal	Organization in place and operating Continual expansion of the knowledge base to include domestic and international practices – the “Thought Leader” Provide support across the enterprise to development and implement alternative financing arrangements
1 year plan/activities to reach the 3 year goal	Become the “Thought Leader” for alternative financing based on expertise and perspective Develop and recruit a cadre of professionals who understand finance and economics and infrastructure development.
Action(s) to be completed over the next quarter and note if assistance is needed	Develop a series of white papers on lessons learned and the basics of alternative financing. Develop a strategy to become the “Thought Leader” in alternative financing arrangements Develop an organizational structure to develop and recruit the appropriate expertise.



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St. Paul District

Strategic Priorities Info Sheet

2020 – 2022 Strategic Governance

Strategic Priority: Vertical Design Mastery

Champion(s): Wilson, Sully....

Description	Actions or Activities
What is the Big Idea	Develop and maintain a limited capability to perform and manage vertical construction design work IOT fulfill existing authorizes and partner expectations.
What are the anticipated future environment relevant to the Big Idea	We need to improve our ability to execute and manage, through A/E contracts, vertical construction; and we need to improve our ability to execute Design/Build contracts. TPP as well as on our L&Ds have vertical construction requirements. The VA has significant potential as well.
10 year plan/activities to reach the Big Idea	MVP has a limited but highly proficient capability to perform vertical designs and manage a portfolio of AE contracts and BD projects. Goal is 25% of the district workload is executed or managed by this group.
3 year plan/activities to reach the 10 year goal	Have functioning vertical design team and AE management team. The vertical design team consists of the following skills: Arch, LA, CE, ME, EE Cost and Specs with appropriate vertical design mastery. A portion of the team is virtual. The AE management team consists of 2-3 tech managers and is scalable with the vertical design team.
1 year plan/activities to reach the 3 year goal	Establish a Vertical Design/AE management Team consist of technical managers familiar with AE and D/B contracts. Hire an Architect ID a PM(s) with Vertical Construction background Develop appropriate IDIQs for design and MATOCs
Action(s) to be completed over the next quarter and note if assistance is needed	Initiate hiring and establishing a vertical design/AE Management team. Survey current vertical design skills, identify capability gaps.



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Strategic Priorities Info Sheet

2020 – 2022 Strategic Governance

Strategic Priority: Watershed Planning Experts

Champion(s): Terry Birkenstock

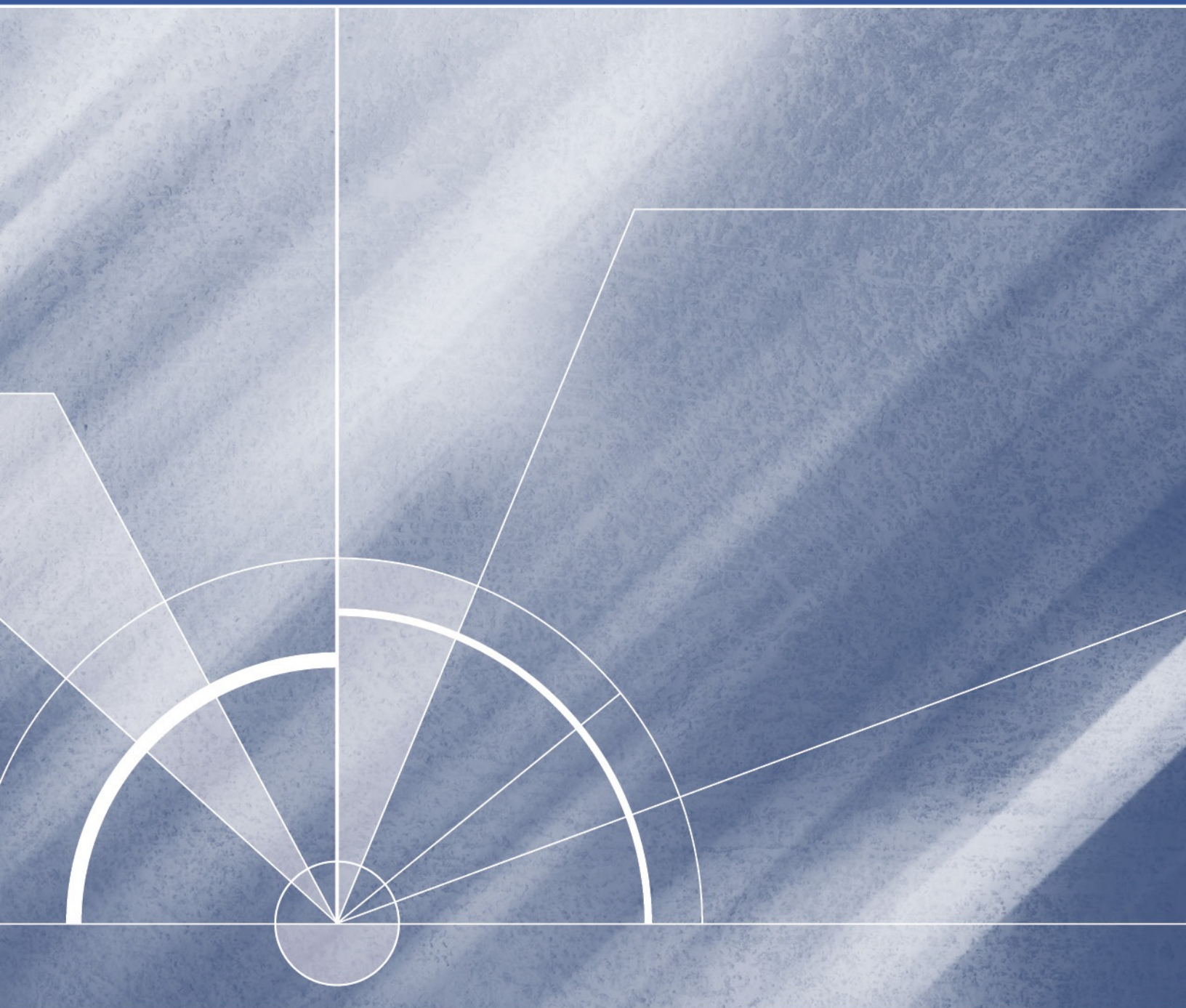
Description	Actions or Activities
What is the Big Idea	Become the service provider of choice for Integrated Watershed Resource Management and Watershed Planning.
What are the anticipated future environment relevant to the Big Idea	The future of the Corps will be in integrated water resource management.
10 year plan/activities to reach the Big Idea	IWRM Strategic Plan is updated to reflect changed conditions in Corps funding, policy, and priority. Add/Maintain Cadre members with expertise to meet current requirements. Continue streamlined coordination of PAS, FPMS, TPP, IIS programs.
3 year plan/activities to reach the 10 year goal	IWRM Strategic Plan is updated to reflect changed conditions in Corps funding, policy, and priority. Maintain Cadre member status for ready deployment in support of international work. Ensure integration/coordination of related programs like PAS, FPMS, TPP, IIS.
1 year plan/activities to reach the 3 year goal	Finalize the 2018 Draft Strategic Plan for Integrated Water Resources Management Planning Expertise Development. Expand Portfolio and Expertise via ATR and IIS. Continue providing leadership on the Planning Associates and Prospect courses related to Watershed Planning. Outreach to MSCs w/ international exposure and watershed assessment needs. Give priority and continue support to POH studies (Guam, Am. Samoa).
Action(s) to be completed over the next quarter and note if assistance is needed	Take lead role in completing the UMR PAS Study to best position ourselves for a future 729 watershed study. Continue providing support to the Watershed Studies Engineer Circular revision. Re-engage/update the Regional Integrated Water Resources Management professional cadre stood up in April 2018. Develop an IWRM portfolio of existing efforts. Outreach.

2019

Office of Personnel Management
Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.

4th Level
Subagency
Report

United States Department of the Army
MVD ST PAUL DISTRICT





United States Department of the Army

MVD ST PAUL DISTRICT

4th Level Subagency Report

This 2019 OPM Federal Employee Viewpoint Survey Report provides summary results for your subagency, including comparisons to your department or agency.

Response Summary

	Surveys Completed	Response Rate
United States Department of the Army	85,639	44.0%
United States Army Corps of Engineers	20,826	68.5%
MVD - MISSISSIPPI VALLEY DIVISION	2,438	61.1%
MVD ST PAUL DISTRICT	382	81.3%

Your Data

A Microsoft® Excel® file containing your results is embedded in this document. To access the workbook, double click on the 'pin' in the upper left corner of this page. Alternatively, you may access the workbook through the vertical navigation pane on the left side of the Adobe® Reader® window by clicking on the image of the paper clip.

Top 10 Positive & Negative Items and Leading & Trailing Your Comparison Group

These sections provide high level information on how your subagency is doing.

Main Report Results

The results include response percentages for each survey item. The definitions for the Positive, Neutral, and Negative response percentages vary in the following ways across the three primary response scales used in the survey:

Positive: *"Strongly Agree and Agree" or "Very Satisfied and Satisfied" or "Very Good and Good"*

Neutral: *"Neither Agree nor Disagree" or "Neither Satisfied nor Dissatisfied" or "Fair"*

Negative: *"Disagree and Strongly Disagree" or "Dissatisfied and Very Dissatisfied" or "Poor and Very Poor"*

Positive, Neutral, and Negative percentages are based on the total number of responses (N) that are in these three categories. The number of *Do Not Know (DNK)*, *No Basis to Judge (NBJ)*, *Choose Not to Participate*, *Not Available to Me*, *Unaware of Programs*, or *No Support Required* responses, where applicable, is listed separately.

United States Department of the Army
MVD ST PAUL DISTRICT
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Top 10 Positive & Negative Items

The figures below highlight the top 10 positive and negative results from the survey to help you quickly identify the most positive and most negative aspects of the organizational environment (only items 1 to 71 are included). Use this snapshot as a quick reference or overview of your OPM FEVS results.

Highest Percent Positive

95.1%	When needed I am willing to put in the extra effort to get a job done. (Q.7)
91.3%	The work I do is important. (Q.13)
91.1%	In the last six months, my supervisor has talked with me about my performance. (Q.50)
90.9%	I am constantly looking for ways to do my job better. (Q.8)
89.9%	My supervisor supports my need to balance work and other life issues. (Q.42)
89.6%	My supervisor treats me with respect. (Q.49)
89.1%	Employees are protected from health and safety hazards on the job. (Q.35)
88.6%	How would you rate the overall quality of work done by your work unit? (Q.28)
87.9%	I know how my work relates to the agency's goals. (Q.12)
87.1%	My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals. (Q.29)

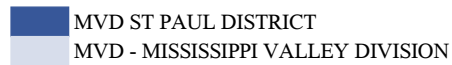
Highest Percent Negative

37.7%	Pay raises depend on how well employees perform their jobs. (Q.33)
29.8%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
26.7%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
25.5%	I believe the results of this survey will be used to make my agency a better place to work. (Q.41)
25.2%	In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
24.0%	How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
23.6%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q.53)
23.2%	Promotions in my work unit are based on merit. (Q.22)
22.0%	My workload is reasonable. (Q.10)
21.4%	How satisfied are you with the recognition you receive for doing a good job? (Q.65)

United States Department of the Army
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Leading Your Comparison Group

The figure below allows you to see where your subagency results are higher than your comparison group (MVD - MISSISSIPPI VALLEY DIVISION) average (only items 1 to 71 are included). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are higher than the average, only the 10 items with the greatest differences are shown. An '*' in % Positive Response represents a percentage less than 8.



<i>Survey Item</i>	<i>% Positive Response</i>		<i>Difference</i>
Prohibited Personnel Practices are not tolerated. (Q.38)	MVD ST PAUL DISTRICT	84.2%	+5.0
	MVD - MISSISSIPPI VALLEY DIVISION	79.2%	
In the last six months, my supervisor has talked with me about my performance. (Q.50)	MVD ST PAUL DISTRICT	91.1%	+3.0
	MVD - MISSISSIPPI VALLEY DIVISION	88.1%	

United States Department of the Army

MVD ST PAUL DISTRICT

4th Level Subagency Report

Trailing Your Comparison Group

The figure below allows you to see where your subagency results are lower than your comparison group (MVD - MISSISSIPPI VALLEY DIVISION) average (only items 1 to 71 are included). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are lower than the average, only the 10 items with the greatest differences are shown. An '*' in % Positive Response represents a percentage less than 8.

MVD ST PAUL DISTRICT
MVD - MISSISSIPPI VALLEY DIVISION

Survey Item	% Positive Response		Difference
Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor? (Q.60)	57.6%	72.1%	-14.5
In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q.53)	46.6%	57.3%	-10.7
My workload is reasonable. (Q.10)	59.5%	69.3%	-9.8
How satisfied are you with your opportunity to get a better job in your organization? (Q.67)	46.5%	56.3%	-9.8
I have sufficient resources to get my job done. (Q.9)	54.0%	63.6%	-9.6
I have a high level of respect for my organization's senior leaders. (Q.61)	60.5%	69.7%	-9.2
How satisfied are you with the recognition you receive for doing a good job? (Q.65)	55.5%	63.7%	-8.2
How satisfied are you with the policies and practices of your senior leaders? (Q.66)	51.6%	59.6%	-8.0
Managers promote communication among different work units. (Q.58)	59.8%	67.5%	-7.7
Managers support collaboration across work units to accomplish work objectives. (Q.59)	65.0%	71.9%	-6.9

United States Department of the Army
MVD ST PAUL DISTRICT
4th Level Subagency Report

My Work Experience

1. I am given a real opportunity to improve my skills in my organization.

	N	Positive	Neutral	Negative
United States Department of the Army	85,100	69.1%	14.5%	16.4%
United States Army Corps of Engineers	20,741	77.1%	11.9%	11.0%
MVD - MISSISSIPPI VALLEY DIVISION	2,430	80.0%	10.6%	9.4%
MVD ST PAUL DISTRICT	381	77.7%	11.6%	10.7%

2. I have enough information to do my job well.

	N	Positive	Neutral	Negative
United States Department of the Army	85,136	74.0%	13.7%	12.3%
United States Army Corps of Engineers	20,706	76.8%	13.3%	9.9%
MVD - MISSISSIPPI VALLEY DIVISION	2,432	80.3%	12.2%	7.4%
MVD ST PAUL DISTRICT	381	79.8%	13.3%	6.9%

3. I feel encouraged to come up with new and better ways of doing things.

	N	Positive	Neutral	Negative
United States Department of the Army	84,838	66.2%	16.1%	17.7%
United States Army Corps of Engineers	20,653	70.7%	15.5%	13.8%
MVD - MISSISSIPPI VALLEY DIVISION	2,420	73.6%	14.9%	11.5%
MVD ST PAUL DISTRICT	380	69.9%	17.7%	12.4%

4. My work gives me a feeling of personal accomplishment.

	N	Positive	Neutral	Negative
United States Department of the Army	85,262	74.5%	13.9%	11.6%
United States Army Corps of Engineers	20,742	77.6%	13.2%	9.2%
MVD - MISSISSIPPI VALLEY DIVISION	2,432	78.0%	13.3%	8.7%
MVD ST PAUL DISTRICT	380	73.8%	15.9%	10.3%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
United States Department of the Army	85,264	85.2%	10.0%	4.8%
United States Army Corps of Engineers	20,751	85.9%	9.9%	4.1%
MVD - MISSISSIPPI VALLEY DIVISION	2,432	85.5%	10.6%	3.9%
MVD ST PAUL DISTRICT	381	81.4%	13.8%	4.8%

United States Department of the Army
MVD ST PAUL DISTRICT
4th Level Subagency Report

My Work Experience (continued)

6. I know what is expected of me on the job.

	N	Positive	Neutral	Negative
United States Department of the Army	85,216	81.1%	10.7%	8.3%
United States Army Corps of Engineers	20,745	83.1%	10.2%	6.7%
MVD - MISSISSIPPI VALLEY DIVISION	2,431	85.6%	9.1%	5.3%
MVD ST PAUL DISTRICT	381	83.0%	10.9%	6.1%

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

	N	Positive	Neutral	Negative
United States Department of the Army	85,313	96.1%	2.6%	1.3%
United States Army Corps of Engineers	20,760	96.9%	2.2%	0.9%
MVD - MISSISSIPPI VALLEY DIVISION	2,434	96.6%	2.4%	1.0%
MVD ST PAUL DISTRICT	382	95.1%	3.1%	1.8%

8. I am constantly looking for ways to do my job better.

	N	Positive	Neutral	Negative
United States Department of the Army	85,395	92.6%	6.1%	1.3%
United States Army Corps of Engineers	20,776	93.0%	6.0%	1.0%
MVD - MISSISSIPPI VALLEY DIVISION	2,432	92.4%	6.4%	1.2%
MVD ST PAUL DISTRICT	380	90.9%	6.7%	2.4%

9. I have sufficient resources (for example, people, materials, budget) to get my job done.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	84,801	51.8%	15.9%	32.3%	141
United States Army Corps of Engineers	20,665	56.9%	16.6%	26.6%	28
MVD - MISSISSIPPI VALLEY DIVISION	2,418	63.6%	17.0%	19.4%	4
MVD ST PAUL DISTRICT	380	54.0%	16.2%	29.8%	0

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	84,891	61.8%	15.5%	22.8%	112
United States Army Corps of Engineers	20,675	62.0%	16.3%	21.6%	27
MVD - MISSISSIPPI VALLEY DIVISION	2,419	69.3%	14.9%	15.8%	5
MVD ST PAUL DISTRICT	380	59.5%	18.6%	22.0%	1

United States Department of the Army
MVD ST PAUL DISTRICT
4th Level Subagency Report

My Work Experience (continued)

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	84,286	64.9%	15.4%	19.7%	302
United States Army Corps of Engineers	20,544	69.4%	14.9%	15.6%	68
MVD - MISSISSIPPI VALLEY DIVISION	2,410	72.1%	15.5%	12.4%	8
MVD ST PAUL DISTRICT	378	70.2%	16.5%	13.3%	0

12. I know how my work relates to the agency's goals.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	84,959	85.6%	9.0%	5.5%	242
United States Army Corps of Engineers	20,676	87.5%	8.5%	4.0%	51
MVD - MISSISSIPPI VALLEY DIVISION	2,419	88.3%	8.7%	3.0%	10
MVD ST PAUL DISTRICT	381	87.9%	9.2%	3.0%	1

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	84,980	91.1%	6.4%	2.5%	194
United States Army Corps of Engineers	20,683	90.6%	7.2%	2.3%	42
MVD - MISSISSIPPI VALLEY DIVISION	2,423	91.1%	6.8%	2.2%	6
MVD ST PAUL DISTRICT	381	91.3%	6.6%	2.1%	1

14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	85,173	69.7%	13.4%	16.9%	212
United States Army Corps of Engineers	20,719	71.9%	13.4%	14.6%	53
MVD - MISSISSIPPI VALLEY DIVISION	2,424	76.2%	11.7%	12.1%	8
MVD ST PAUL DISTRICT	380	76.7%	11.4%	11.9%	2

15. My performance appraisal is a fair reflection of my performance.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	84,446	72.3%	13.1%	14.6%	859
United States Army Corps of Engineers	20,583	72.4%	13.4%	14.2%	167
MVD - MISSISSIPPI VALLEY DIVISION	2,421	76.3%	13.1%	10.5%	13
MVD ST PAUL DISTRICT	382	69.6%	16.4%	14.0%	0

United States Department of the Army
MVD ST PAUL DISTRICT
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My Work Experience (continued)

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	84,925	84.7%	10.5%	4.7%	284
United States Army Corps of Engineers	20,669	85.8%	10.1%	4.2%	67
MVD - MISSISSIPPI VALLEY DIVISION	2,425	87.0%	9.6%	3.4%	6
MVD ST PAUL DISTRICT	380	83.6%	11.1%	5.3%	2

17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	82,951	70.3%	15.5%	14.2%	2,348
United States Army Corps of Engineers	20,073	73.7%	15.2%	11.0%	678
MVD - MISSISSIPPI VALLEY DIVISION	2,369	73.6%	15.4%	11.0%	63
MVD ST PAUL DISTRICT	367	72.6%	15.3%	12.1%	15

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	84,784	59.6%	20.9%	19.5%	590
United States Army Corps of Engineers	20,661	64.2%	19.8%	16.0%	112
MVD - MISSISSIPPI VALLEY DIVISION	2,425	69.5%	18.6%	11.9%	8
MVD ST PAUL DISTRICT	381	66.8%	20.1%	13.1%	0

19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

	N	Positive	Neutral	Negative	NBJ
United States Department of the Army	84,269	73.0%	11.7%	15.3%	1,082
United States Army Corps of Engineers	20,589	70.6%	13.0%	16.4%	199
MVD - MISSISSIPPI VALLEY DIVISION	2,420	73.9%	12.4%	13.8%	16
MVD ST PAUL DISTRICT	381	67.1%	14.7%	18.1%	1

My Work Unit

20. The people I work with cooperate to get the job done.

	N	Positive	Neutral	Negative
United States Department of the Army	85,129	77.6%	12.2%	10.2%
United States Army Corps of Engineers	20,762	80.4%	11.7%	7.9%
MVD - MISSISSIPPI VALLEY DIVISION	2,430	79.8%	12.9%	7.4%
MVD ST PAUL DISTRICT	381	81.9%	12.5%	5.7%

United States Department of the Army
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My Work Unit (continued)

21. My work unit is able to recruit people with the right skills.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	82,562	45.8%	25.8%	28.4%	2,099
United States Army Corps of Engineers	20,306	52.1%	24.7%	23.2%	421
MVD - MISSISSIPPI VALLEY DIVISION	2,385	57.9%	23.3%	18.8%	42
MVD ST PAUL DISTRICT	368	57.6%	25.3%	17.1%	11

22. Promotions in my work unit are based on merit.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	79,860	39.4%	29.6%	31.1%	4,619
United States Army Corps of Engineers	19,710	49.5%	27.4%	23.1%	968
MVD - MISSISSIPPI VALLEY DIVISION	2,338	51.9%	26.0%	22.0%	83
MVD ST PAUL DISTRICT	365	48.7%	28.1%	23.2%	15

23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	78,413	33.2%	28.8%	37.9%	6,128
United States Army Corps of Engineers	19,039	36.9%	30.2%	32.9%	1,658
MVD - MISSISSIPPI VALLEY DIVISION	2,298	40.2%	28.4%	31.4%	135
MVD ST PAUL DISTRICT	341	40.3%	33.1%	26.7%	40

24. In my work unit, differences in performance are recognized in a meaningful way.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	80,734	39.8%	28.6%	31.6%	3,893
United States Army Corps of Engineers	19,675	43.6%	30.0%	26.5%	1,015
MVD - MISSISSIPPI VALLEY DIVISION	2,327	46.6%	29.8%	23.5%	103
MVD ST PAUL DISTRICT	357	39.8%	35.0%	25.2%	24

25. Awards in my work unit depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	80,175	46.5%	25.6%	27.9%	4,456
United States Army Corps of Engineers	19,516	52.3%	25.8%	21.9%	1,192
MVD - MISSISSIPPI VALLEY DIVISION	2,308	55.1%	24.8%	20.1%	123
MVD ST PAUL DISTRICT	360	56.5%	23.4%	20.1%	21

United States Department of the Army
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My Work Unit (continued)

26. Employees in my work unit share job knowledge with each other.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	84,361	75.1%	13.4%	11.5%	331
United States Army Corps of Engineers	20,675	80.3%	11.5%	8.2%	45
MVD - MISSISSIPPI VALLEY DIVISION	2,425	80.5%	12.2%	7.3%	6
MVD ST PAUL DISTRICT	382	81.6%	11.4%	7.0%	0

27. The skill level in my work unit has improved in the past year.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	82,141	58.0%	27.2%	14.7%	2,412
United States Army Corps of Engineers	20,163	64.4%	24.3%	11.2%	543
MVD - MISSISSIPPI VALLEY DIVISION	2,378	67.8%	22.5%	9.7%	51
MVD ST PAUL DISTRICT	369	68.4%	20.4%	11.2%	12

28. How would you rate the overall quality of work done by your work unit?

	N	Positive	Neutral	Negative
United States Department of the Army	84,654	84.6%	12.8%	2.6%
United States Army Corps of Engineers	20,717	86.9%	11.3%	1.8%
MVD - MISSISSIPPI VALLEY DIVISION	2,430	88.6%	10.2%	1.1%
MVD ST PAUL DISTRICT	382	88.6%	9.2%	2.2%

29. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	84,096	81.8%	11.7%	6.4%	579
United States Army Corps of Engineers	20,596	84.7%	10.3%	5.0%	138
MVD - MISSISSIPPI VALLEY DIVISION	2,414	87.1%	9.3%	3.6%	19
MVD ST PAUL DISTRICT	378	87.1%	9.0%	3.9%	4

My Agency

30. Employees have a feeling of personal empowerment with respect to work processes.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	82,249	53.8%	23.7%	22.6%	1,425
United States Army Corps of Engineers	20,274	57.4%	23.9%	18.7%	361
MVD - MISSISSIPPI VALLEY DIVISION	2,385	59.8%	25.0%	15.1%	36
MVD ST PAUL DISTRICT	375	55.8%	25.3%	18.9%	6

United States Department of the Army
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My Agency (continued)

31. Employees are recognized for providing high quality products and services.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	82,398	55.6%	21.4%	23.0%	1,258
United States Army Corps of Engineers	20,352	62.2%	20.4%	17.4%	278
MVD - MISSISSIPPI VALLEY DIVISION	2,395	66.3%	19.7%	14.0%	25
MVD ST PAUL DISTRICT	379	62.5%	21.7%	15.8%	2

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	81,080	45.7%	28.2%	26.1%	2,202
United States Army Corps of Engineers	20,029	51.3%	28.1%	20.5%	516
MVD - MISSISSIPPI VALLEY DIVISION	2,375	54.9%	26.6%	18.5%	47
MVD ST PAUL DISTRICT	367	50.6%	28.7%	20.7%	11

33. Pay raises depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	78,225	29.9%	30.3%	39.8%	5,420
United States Army Corps of Engineers	19,351	30.1%	32.2%	37.7%	1,271
MVD - MISSISSIPPI VALLEY DIVISION	2,301	33.3%	30.8%	35.9%	122
MVD ST PAUL DISTRICT	357	28.8%	33.5%	37.7%	23

34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	77,641	58.2%	28.5%	13.3%	6,025
United States Army Corps of Engineers	19,303	62.7%	26.7%	10.6%	1,332
MVD - MISSISSIPPI VALLEY DIVISION	2,321	66.8%	24.0%	9.1%	98
MVD ST PAUL DISTRICT	355	62.8%	28.4%	8.8%	26

35. Employees are protected from health and safety hazards on the job.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	83,055	80.9%	11.7%	7.4%	719
United States Army Corps of Engineers	20,456	85.7%	9.7%	4.6%	193
MVD - MISSISSIPPI VALLEY DIVISION	2,415	87.6%	8.5%	3.8%	13
MVD ST PAUL DISTRICT	379	89.1%	7.5%	3.4%	2

United States Department of the Army
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My Agency (continued)

36. My organization has prepared employees for potential security threats.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	82,860	83.2%	11.2%	5.6%	601
United States Army Corps of Engineers	20,455	83.9%	10.8%	5.3%	140
MVD - MISSISSIPPI VALLEY DIVISION	2,409	85.7%	9.5%	4.8%	11
MVD ST PAUL DISTRICT	381	85.4%	9.3%	5.3%	0

37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	80,051	58.5%	21.6%	19.9%	3,664
United States Army Corps of Engineers	19,750	65.2%	19.7%	15.1%	901
MVD - MISSISSIPPI VALLEY DIVISION	2,353	67.8%	18.8%	13.4%	75
MVD ST PAUL DISTRICT	363	69.9%	15.6%	14.5%	18

38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	78,148	71.4%	17.2%	11.4%	5,408
United States Army Corps of Engineers	19,323	76.8%	14.8%	8.4%	1,294
MVD - MISSISSIPPI VALLEY DIVISION	2,319	79.2%	13.1%	7.7%	103
MVD ST PAUL DISTRICT	355	84.2%	9.1%	6.7%	25

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	82,766	81.7%	13.5%	4.8%	953
United States Army Corps of Engineers	20,441	85.0%	11.6%	3.4%	206
MVD - MISSISSIPPI VALLEY DIVISION	2,412	88.1%	9.9%	2.0%	12
MVD ST PAUL DISTRICT	379	85.8%	11.5%	2.6%	2

40. I recommend my organization as a good place to work.

	N	Positive	Neutral	Negative
United States Department of the Army	83,650	67.8%	19.3%	12.8%
United States Army Corps of Engineers	20,642	77.9%	14.7%	7.4%
MVD - MISSISSIPPI VALLEY DIVISION	2,419	82.1%	12.5%	5.3%
MVD ST PAUL DISTRICT	381	80.2%	12.1%	7.6%

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My Agency (continued)

41. I believe the results of this survey will be used to make my agency a better place to work.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	77,768	39.4%	29.3%	31.3%	5,929
United States Army Corps of Engineers	19,504	48.4%	27.8%	23.8%	1,149
MVD - MISSISSIPPI VALLEY DIVISION	2,318	50.9%	26.9%	22.2%	105
MVD ST PAUL DISTRICT	369	50.0%	24.6%	25.5%	12

My Supervisor

42. My supervisor supports my need to balance work and other life issues.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	83,034	82.8%	9.4%	7.8%	389
United States Army Corps of Engineers	20,567	87.0%	7.5%	5.5%	64
MVD - MISSISSIPPI VALLEY DIVISION	2,416	87.9%	7.3%	4.8%	5
MVD ST PAUL DISTRICT	376	89.9%	6.0%	4.1%	2

43. My supervisor provides me with opportunities to demonstrate my leadership skills.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	83,025	71.2%	15.3%	13.5%	349
United States Army Corps of Engineers	20,546	76.8%	13.4%	9.8%	73
MVD - MISSISSIPPI VALLEY DIVISION	2,414	79.4%	12.0%	8.7%	5
MVD ST PAUL DISTRICT	379	80.6%	10.9%	8.5%	0

44. Discussions with my supervisor about my performance are worthwhile.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	82,591	67.7%	16.7%	15.6%	736
United States Army Corps of Engineers	20,462	72.1%	15.2%	12.7%	143
MVD - MISSISSIPPI VALLEY DIVISION	2,407	75.3%	14.2%	10.5%	11
MVD ST PAUL DISTRICT	375	74.7%	15.3%	10.0%	2

45. My supervisor is committed to a workforce representative of all segments of society.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	78,164	71.7%	19.9%	8.4%	5,170
United States Army Corps of Engineers	19,237	75.8%	18.5%	5.7%	1,360
MVD - MISSISSIPPI VALLEY DIVISION	2,311	78.3%	16.1%	5.6%	105
MVD ST PAUL DISTRICT	355	76.1%	17.6%	6.3%	23

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MVD ST PAUL DISTRICT
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My Supervisor (continued)

46. My supervisor provides me with constructive suggestions to improve my job performance.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	82,966	66.6%	17.8%	15.6%	434
United States Army Corps of Engineers	20,514	71.1%	16.4%	12.5%	100
MVD - MISSISSIPPI VALLEY DIVISION	2,406	75.1%	14.8%	10.1%	10
MVD ST PAUL DISTRICT	376	72.5%	18.0%	9.4%	2

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	82,482	71.4%	15.8%	12.8%	924
United States Army Corps of Engineers	20,462	78.0%	13.1%	8.9%	172
MVD - MISSISSIPPI VALLEY DIVISION	2,405	80.3%	12.4%	7.3%	16
MVD ST PAUL DISTRICT	376	80.9%	10.3%	8.8%	4

48. My supervisor listens to what I have to say.

	N	Positive	Neutral	Negative
United States Department of the Army	83,203	79.2%	11.1%	9.6%
United States Army Corps of Engineers	20,604	83.5%	9.4%	7.1%
MVD - MISSISSIPPI VALLEY DIVISION	2,417	84.8%	8.6%	6.6%
MVD ST PAUL DISTRICT	378	86.7%	6.9%	6.4%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
United States Department of the Army	83,199	84.3%	8.9%	6.8%
United States Army Corps of Engineers	20,594	87.9%	7.1%	5.1%
MVD - MISSISSIPPI VALLEY DIVISION	2,418	88.0%	6.7%	5.3%
MVD ST PAUL DISTRICT	379	89.6%	6.1%	4.3%

50. In the last six months, my supervisor has talked with me about my performance.

	N	Positive	Neutral	Negative
United States Department of the Army	83,233	82.1%	8.5%	9.4%
United States Army Corps of Engineers	20,608	87.7%	6.4%	5.9%
MVD - MISSISSIPPI VALLEY DIVISION	2,417	88.1%	6.5%	5.4%
MVD ST PAUL DISTRICT	380	91.1%	6.3%	2.6%

United States Department of the Army
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My Supervisor (continued)

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
United States Department of the Army	83,196	71.3%	14.8%	13.9%
United States Army Corps of Engineers	20,595	76.4%	13.1%	10.5%
MVD - MISSISSIPPI VALLEY DIVISION	2,418	79.4%	11.3%	9.3%
MVD ST PAUL DISTRICT	379	80.8%	10.0%	9.2%

52. Overall, how good a job do you feel is being done by your immediate supervisor?

	N	Positive	Neutral	Negative
United States Department of the Army	83,223	73.0%	16.6%	10.4%
United States Army Corps of Engineers	20,604	77.2%	14.9%	7.9%
MVD - MISSISSIPPI VALLEY DIVISION	2,418	79.6%	13.4%	7.0%
MVD ST PAUL DISTRICT	379	79.1%	12.4%	8.5%

Leadership

53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	81,159	48.3%	24.6%	27.0%	1,598
United States Army Corps of Engineers	20,100	53.0%	25.7%	21.4%	459
MVD - MISSISSIPPI VALLEY DIVISION	2,354	57.3%	24.6%	18.1%	54
MVD ST PAUL DISTRICT	365	46.6%	29.8%	23.6%	13

54. My organization's senior leaders maintain high standards of honesty and integrity.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	78,976	59.7%	22.5%	17.8%	3,775
United States Army Corps of Engineers	19,475	65.4%	21.7%	12.9%	1,066
MVD - MISSISSIPPI VALLEY DIVISION	2,290	67.8%	19.9%	12.3%	116
MVD ST PAUL DISTRICT	350	65.9%	18.9%	15.2%	27

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	79,239	71.0%	18.7%	10.3%	3,196
United States Army Corps of Engineers	19,634	75.2%	17.5%	7.3%	842
MVD - MISSISSIPPI VALLEY DIVISION	2,333	77.9%	15.7%	6.4%	71
MVD ST PAUL DISTRICT	362	73.2%	17.9%	8.9%	16

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MVD ST PAUL DISTRICT
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Leadership (continued)

56. Managers communicate the goals of the organization.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	81,553	64.3%	19.5%	16.2%	1,038
United States Army Corps of Engineers	20,259	67.5%	19.7%	12.9%	245
MVD - MISSISSIPPI VALLEY DIVISION	2,383	70.8%	18.4%	10.8%	20
MVD ST PAUL DISTRICT	373	63.9%	22.8%	13.3%	4

57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	78,204	64.2%	22.5%	13.3%	4,483
United States Army Corps of Engineers	19,424	67.7%	22.1%	10.2%	1,107
MVD - MISSISSIPPI VALLEY DIVISION	2,301	71.6%	19.9%	8.5%	108
MVD ST PAUL DISTRICT	355	68.5%	20.8%	10.7%	23

58. Managers promote communication among different work units (for example, about projects, goals, needed resources).

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	80,368	59.1%	21.3%	19.5%	2,357
United States Army Corps of Engineers	20,006	63.4%	20.7%	15.9%	545
MVD - MISSISSIPPI VALLEY DIVISION	2,361	67.5%	18.9%	13.5%	48
MVD ST PAUL DISTRICT	368	59.8%	22.7%	17.5%	10

59. Managers support collaboration across work units to accomplish work objectives.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	79,815	62.8%	20.9%	16.3%	2,381
United States Army Corps of Engineers	19,917	67.6%	19.8%	12.6%	554
MVD - MISSISSIPPI VALLEY DIVISION	2,352	71.9%	17.7%	10.4%	51
MVD ST PAUL DISTRICT	367	65.0%	21.8%	13.2%	10

60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	78,680	62.8%	21.8%	15.4%	3,918
United States Army Corps of Engineers	19,609	67.7%	20.4%	11.9%	929
MVD - MISSISSIPPI VALLEY DIVISION	2,344	72.1%	17.6%	10.2%	67
MVD ST PAUL DISTRICT	364	57.6%	24.1%	18.2%	14

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MVD ST PAUL DISTRICT
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Leadership (continued)

61. I have a high level of respect for my organization's senior leaders.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	81,643	60.8%	22.0%	17.2%	948
United States Army Corps of Engineers	20,277	65.4%	21.1%	13.5%	255
MVD - MISSISSIPPI VALLEY DIVISION	2,386	69.7%	18.2%	12.1%	25
MVD ST PAUL DISTRICT	371	60.5%	23.8%	15.7%	6

62. Senior leaders demonstrate support for Work-Life programs.

	N	Positive	Neutral	Negative	DNK
United States Department of the Army	76,624	60.7%	24.4%	14.9%	5,936
United States Army Corps of Engineers	18,973	65.8%	23.1%	11.1%	1,562
MVD - MISSISSIPPI VALLEY DIVISION	2,255	69.4%	21.1%	9.5%	151
MVD ST PAUL DISTRICT	348	63.9%	22.8%	13.3%	29

My Satisfaction

63. How satisfied are you with your involvement in decisions that affect your work?

	N	Positive	Neutral	Negative
United States Department of the Army	82,135	58.0%	21.6%	20.4%
United States Army Corps of Engineers	20,481	64.4%	20.0%	15.6%
MVD - MISSISSIPPI VALLEY DIVISION	2,405	68.7%	17.4%	13.9%
MVD ST PAUL DISTRICT	377	64.4%	17.0%	18.6%

64. How satisfied are you with the information you receive from management on what's going on in your organization?

	N	Positive	Neutral	Negative
United States Department of the Army	82,140	53.2%	22.5%	24.3%
United States Army Corps of Engineers	20,478	58.5%	23.0%	18.5%
MVD - MISSISSIPPI VALLEY DIVISION	2,408	62.0%	21.3%	16.7%
MVD ST PAUL DISTRICT	377	58.0%	22.9%	19.1%

65. How satisfied are you with the recognition you receive for doing a good job?

	N	Positive	Neutral	Negative
United States Department of the Army	82,096	53.1%	23.2%	23.7%
United States Army Corps of Engineers	20,473	59.1%	21.9%	19.0%
MVD - MISSISSIPPI VALLEY DIVISION	2,405	63.7%	19.9%	16.4%
MVD ST PAUL DISTRICT	378	55.5%	23.2%	21.4%

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My Satisfaction (continued)

66. How satisfied are you with the policies and practices of your senior leaders?

	N	Positive	Neutral	Negative
United States Department of the Army	82,088	50.6%	28.1%	21.2%
United States Army Corps of Engineers	20,475	54.5%	28.6%	16.9%
MVD - MISSISSIPPI VALLEY DIVISION	2,407	59.6%	26.4%	14.0%
MVD ST PAUL DISTRICT	376	51.6%	31.1%	17.3%

67. How satisfied are you with your opportunity to get a better job in your organization?

	N	Positive	Neutral	Negative
United States Department of the Army	82,075	41.0%	27.4%	31.6%
United States Army Corps of Engineers	20,482	50.6%	26.0%	23.3%
MVD - MISSISSIPPI VALLEY DIVISION	2,410	56.3%	22.9%	20.8%
MVD ST PAUL DISTRICT	378	46.5%	29.5%	24.0%

68. How satisfied are you with the training you receive for your present job?

	N	Positive	Neutral	Negative
United States Department of the Army	82,095	58.2%	22.2%	19.6%
United States Army Corps of Engineers	20,469	62.7%	20.4%	16.9%
MVD - MISSISSIPPI VALLEY DIVISION	2,402	68.5%	19.0%	12.5%
MVD ST PAUL DISTRICT	375	64.9%	19.8%	15.2%

69. Considering everything, how satisfied are you with your job?

	N	Positive	Neutral	Negative
United States Department of the Army	82,127	70.3%	16.3%	13.3%
United States Army Corps of Engineers	20,488	75.4%	14.8%	9.8%
MVD - MISSISSIPPI VALLEY DIVISION	2,402	77.8%	14.1%	8.0%
MVD ST PAUL DISTRICT	377	73.9%	15.9%	10.2%

70. Considering everything, how satisfied are you with your pay?

	N	Positive	Neutral	Negative
United States Department of the Army	82,064	64.9%	16.5%	18.6%
United States Army Corps of Engineers	20,474	65.6%	16.8%	17.6%
MVD - MISSISSIPPI VALLEY DIVISION	2,405	66.3%	17.3%	16.5%
MVD ST PAUL DISTRICT	377	67.5%	18.5%	13.9%

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My Satisfaction (continued)

71. Considering everything, how satisfied are you with your organization?

	N	Positive	Neutral	Negative
United States Department of the Army	81,724	62.3%	20.5%	17.2%
United States Army Corps of Engineers	20,420	70.8%	17.8%	11.4%
MVD - MISSISSIPPI VALLEY DIVISION	2,391	75.1%	15.7%	9.2%
MVD ST PAUL DISTRICT	375	69.0%	18.8%	12.2%

Performance

72. Currently, in my work unit poor performers usually:

	N	Remain In Work Unit And Improve Over Time	Remain In Work Unit And Continue To Under-perform	Leave Work Unit - Removed or Transferred	Leave Work Unit - Quit	No Poor Performers In Work Unit	Do Not Know
United States Department of the Army	66,643	15.9%	57.2%	8.6%	2.0%	16.3%	15,483
United States Army Corps of Engineers	16,703	17.2%	52.2%	8.8%	2.4%	19.4%	3,787
MVD - MISSISSIPPI VALLEY DIVISION	2,023	18.9%	52.8%	7.5%	2.6%	18.2%	385
MVD ST PAUL DISTRICT	323	19.7%	47.0%	7.1%	2.4%	23.9%	55

Partial Government Shutdown

73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 - January 25, 2019) on your working/pay status?

	N	No Impact On Working/Pay Status	No Work And No Pay Until After Shutdown	Worked Some But No Pay Until After Shutdown	Worked Entire Shutdown But No Pay Until After	Other
United States Department of the Army	81,995	86.4%	4.6%	1.5%	2.5%	5.0%
United States Army Corps of Engineers	20,473	93.2%	1.3%	0.6%	1.3%	3.7%
MVD - MISSISSIPPI VALLEY DIVISION	2,406	94.8%	0.9%	0.5%	1.0%	2.8%
MVD ST PAUL DISTRICT	378	96.4%	0.0%	0.0%	0.9%	2.7%

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Partial Government Shutdown (continued)

74. How was your everyday work impacted during (if you worked) or after the partial government shutdown?

	N	No Impact	Slightly Negative Impact	Moderately Negative Impact	Very Negative Impact	Extremely Negative Impact
United States Department of the Army	81,679	70.2%	14.9%	9.0%	3.9%	2.1%
United States Army Corps of Engineers	20,426	64.3%	17.8%	11.6%	4.3%	2.0%
MVD - MISSISSIPPI VALLEY DIVISION	2,404	68.7%	17.0%	9.7%	3.0%	1.6%
MVD ST PAUL DISTRICT	378	52.9%	24.9%	14.8%	5.7%	1.7%

75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply)

	N	Unmanageable Workload	Missed Deadlines	Unrecoverable Loss of Work	Reduced Customer Service	Delayed Work
United States Department of the Army	24,497	16.8%	35.0%	13.1%	45.9%	58.2%
United States Army Corps of Engineers	7,259	11.0%	38.5%	10.4%	44.6%	66.3%
MVD - MISSISSIPPI VALLEY DIVISION	759	8.7%	32.1%	7.2%	39.8%	61.8%
MVD ST PAUL DISTRICT	184	9.0%	40.4%	6.6%	41.5%	68.0%

If the response to item 74 was "It had no impact", item 75 was skipped.

(continued)

75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply) (continued)

	N	Reduced Work Quality	Cutback Of Critical Work	Time Lost Restarting Work	Unmet Statutory Requirements	Other
United States Department of the Army	24,497	21.9%	15.2%	26.9%	10.5%	29.0%
United States Army Corps of Engineers	7,259	17.9%	12.4%	27.5%	12.0%	31.3%
MVD - MISSISSIPPI VALLEY DIVISION	759	14.8%	11.2%	25.0%	8.0%	36.2%
MVD ST PAUL DISTRICT	184	12.7%	9.7%	28.7%	8.1%	34.5%

If the response to item 74 was "It had no impact", item 75 was skipped.

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MVD ST PAUL DISTRICT

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Partial Government Shutdown (continued)

76. Are you looking for another job because of the partial government shutdown?

	N	Looking Specifically Because Of Shutdown	Looking But Shutdown Is Only One Of The Reasons	Looking But Shutdown Had No Influence	Not Looking Currently
United States Department of the Army	81,503	0.9%	4.8%	26.0%	68.2%
United States Army Corps of Engineers	20,376	0.9%	3.5%	18.5%	77.1%
MVD - MISSISSIPPI VALLEY DIVISION	2,394	0.9%	2.4%	14.4%	82.4%
MVD ST PAUL DISTRICT	376	0.7%	4.8%	14.1%	80.4%

77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.

	N	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Support Required
United States Department of the Army	52,438	25.6%	40.8%	25.8%	4.8%	3.0%	29,191
United States Army Corps of Engineers	13,777	27.5%	44.6%	22.5%	3.7%	1.7%	6,634
MVD - MISSISSIPPI VALLEY DIVISION	1,607	29.7%	43.8%	21.5%	3.3%	1.6%	791
MVD ST PAUL DISTRICT	282	20.9%	51.6%	22.5%	3.3%	1.7%	95

Work-Life

78. Please select the response below that BEST describes your current teleworking schedule.

	N	Very Infrequently	Only 1-2 Days Per Month	1-2 Days Per Week	3-4 Days Per Week	Every Work Day
United States Department of the Army	81,401	15.9%	4.7%	6.9%	0.6%	0.8%
United States Army Corps of Engineers	20,425	34.8%	9.5%	10.7%	1.1%	1.4%
MVD - MISSISSIPPI VALLEY DIVISION	2,401	29.3%	7.6%	8.1%	0.3%	0.7%
MVD ST PAUL DISTRICT	377	41.0%	14.0%	11.0%	1.1%	0.7%

(continued)

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Work-Life (continued)

78. Please select the response below that BEST describes your current teleworking schedule. (continued)

	N	Must Be Physically Present	Technical Issues	Do Not Telework	
				Not Approved To Telework	Choose Not To Telework
United States Department of the Army	81,401	28.3%	3.9%	22.1%	16.7%
United States Army Corps of Engineers	20,425	17.2%	1.5%	10.8%	13.2%
MVD - MISSISSIPPI VALLEY DIVISION	2,401	24.0%	1.4%	13.9%	14.8%
MVD ST PAUL DISTRICT	377	18.9%	0.4%	3.5%	9.4%

79. How satisfied are you with the Telework program in your agency?

					Choose Not to Participate	Not Available to Me	Unaware of Programs
	N	Positive	Neutral	Negative			
United States Department of the Army	44,970	45.7%	29.2%	25.1%	5,940	25,878	4,907
United States Army Corps of Engineers	15,615	58.0%	23.7%	18.3%	1,159	3,245	432
MVD - MISSISSIPPI VALLEY DIVISION	1,597	55.1%	26.9%	18.1%	154	557	92
MVD ST PAUL DISTRICT	298	66.6%	21.7%	11.7%	17	56	5

80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply):

	N	Alternative Work Schedules	Health and Wellness Programs	Employee Assistance Program - EAP	Child Care Programs	Elder Care Programs	None Listed
United States Department of the Army	81,288	42.0%	21.0%	3.5%	4.2%	0.3%	45.4%
United States Army Corps of Engineers	20,340	45.2%	26.1%	4.6%	5.3%	0.3%	41.0%
MVD - MISSISSIPPI VALLEY DIVISION	2,391	47.8%	27.7%	4.1%	6.4%	0.5%	37.0%
MVD ST PAUL DISTRICT	374	50.3%	11.0%	5.4%	10.6%	0.0%	41.9%

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Work-Life (continued)

81. How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
United States Department of the Army	56,399	74.0%	17.9%	8.2%	8,014	13,116	3,867
United States Army Corps of Engineers	15,442	76.2%	17.4%	6.3%	2,282	2,059	594
MVD - MISSISSIPPI VALLEY DIVISION	1,857	79.7%	15.4%	4.8%	230	227	82
MVD ST PAUL DISTRICT	278	76.1%	18.9%	5.0%	49	36	11

82. How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
United States Department of the Army	52,840	58.4%	32.6%	9.0%	12,687	6,986	8,594
United States Army Corps of Engineers	14,623	62.6%	28.8%	8.6%	2,839	1,437	1,445
MVD - MISSISSIPPI VALLEY DIVISION	1,746	66.9%	26.4%	6.7%	357	156	132
MVD ST PAUL DISTRICT	206	40.2%	38.1%	21.8%	72	64	33

83. How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program - EAP (for example, short-term counseling, referral services, legal services, information services)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
United States Department of the Army	38,657	38.4%	55.8%	5.8%	26,055	4,087	12,278
United States Army Corps of Engineers	10,862	41.9%	53.5%	4.6%	7,043	486	1,933
MVD - MISSISSIPPI VALLEY DIVISION	1,236	46.5%	49.6%	3.9%	871	51	225
MVD ST PAUL DISTRICT	198	40.0%	52.4%	7.6%	147	10	21

84. How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
United States Department of the Army	29,760	31.1%	64.0%	4.8%	30,434	8,914	11,937
United States Army Corps of Engineers	7,905	32.3%	61.6%	6.1%	7,238	2,494	2,686
MVD - MISSISSIPPI VALLEY DIVISION	1,002	42.3%	52.8%	4.9%	856	277	248
MVD ST PAUL DISTRICT	143	43.1%	47.3%	9.6%	149	47	36

United States Department of the Army
MVD ST PAUL DISTRICT
4th Level Subagency Report

Work-Life (continued)

85. How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
United States Department of the Army	23,657	18.8%	77.5%	3.8%	28,293	8,965	19,841
United States Army Corps of Engineers	6,276	19.3%	76.9%	3.8%	7,181	2,223	4,591
MVD - MISSISSIPPI VALLEY DIVISION	752	26.1%	71.3%	2.6%	865	259	503
MVD ST PAUL DISTRICT	89	13.4%	80.8%	5.8%	152	39	96

United States Department of the Army
MVD ST PAUL DISTRICT
4th Level Subagency Report

My Employment Demographics

Where do you work?

	%
Headquarters	42.6%
Field	57.4%

What is your supervisory status?

	%
Senior Leader	0.3%
Manager	7.8%
Supervisor	13.6%
Team Leader	23.5%
Non-Supervisor	54.8%

What is your pay category/grade?

	%
Federal Wage System	13.8%
GS 1-6	5.6%
GS 7-12	55.7%
GS 13-15	23.6%
Senior Executive Service	0.0%
Senior Level (SL) or Scientific or Professional (ST)	0.0%
Other	1.3%

What is your US military service status?

	%
No Prior Military Service	72.1%
Currently in National Guard or Reserves	2.1%
Retired	7.4%
Separated or Discharged	18.3%

Note: Percentages for demographic questions are unweighted.

United States Department of the Army
MVD ST PAUL DISTRICT
4th Level Subagency Report

My Employment Demographics (continued)

How long have you been with the Federal Government (excluding military service)?

	%
Less than 1 year	0.5%
1 to 3 years	7.5%
4 to 5 years	8.8%
6 to 10 years	22.9%
11 to 14 years	14.1%
15 to 20 years	16.0%
More than 20 years	30.1%

How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

	%
Less than 1 year	1.9%
1 to 3 years	12.0%
4 to 5 years	9.0%
6 to 10 years	22.1%
11 to 14 years	13.3%
15 to 20 years	15.2%
More than 20 years	26.6%

Are you considering leaving your organization within the next year, and if so, why?

	%
No	74.9%
Yes, to retire	5.9%
Yes, to take another job within the Federal Government	10.4%
Yes, to take another job outside the Federal Government	4.5%
Yes, other	4.3%

I am planning to retire:

	%
Within one year	3.7%
Between one and three years	8.5%
Between three and five years	10.4%
Five or more years	77.4%

Note: Percentages for demographic questions are unweighted.

United States Department of the Army
MVD ST PAUL DISTRICT
4th Level Subagency Report

My Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

	%
Yes	0.0%
No	100.0%

Please select the racial category or categories with which you most closely identify.

	%
White	93.6%
Black or African American	1.9%
All other races	4.4%

What is your age group?

	%
29 years and under	6.0%
30-39 years old	27.9%
40-49 years old	24.7%
50-59 years old	30.6%
60 years or older	10.8%

What is the highest degree or level of education you have completed?

	%
Less than High School/ High School Diploma/ GED	4.8%
Certification/ Some College/ Associate's Degree	20.6%
Bachelor's Degree	41.3%
Advanced Degrees (Post Bachelor's Degree)	33.2%

Are you an individual with a disability?

	%
Yes	13.7%
No	86.3%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'My Personal Demographics' questions may be suppressed. Any suppressed percentages are noted.

United States Department of the Army
MVD ST PAUL DISTRICT
4th Level Subagency Report

My Personal Demographics (continued)

Are you:

	%
Male	65.3%
Female	34.7%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'My Personal Demographics' questions may be suppressed. Any suppressed percentages are noted.

COL JANSEN'S COMMAND GOALS AND PRIORITIES



A circular medal with a red, white, and blue ribbon. The medal features the text "ST. PAUL DISTRICT" at the top, "MISSION VALUE PEOPLE" at the bottom, and "For excellence" in the center. In the center is an illustration of three towers.

MISSION
committed to successfully
deliver our program

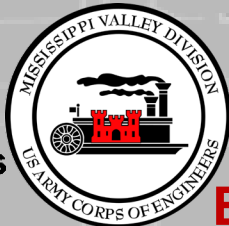
VALUE
passionate about using our
expertise to serve others

PEOPLE
dedicated to our inspired
and professional workforce

DRIVEN to be a
WORLD-CLASS
DISTRICT
THAT DELIVERS
for our
Workforce, Partners,
Region, Enterprise,
and Nation
by **BUILDING STRONG**
and Taking Care of People!



US Army Corps
of Engineers®



BUILDING STRONG®



COMMANDER ENDURING PRIORITIES

2



USACE VISION

Engineering Solutions for our Nation's
Toughest Challenges

ST. PAUL DISTRICT VISION

Driven to be a WORLD-CLASS DISTRICT THAT DELIVERS;
for our Workforce, Partners, Region, Enterprise, and Nation

MISSION <i>Committed to successfully delivering our program</i>	VALUE <i>Passionate about using our expertise to serve others</i>	PEOPLE <i>Dedicated to our inspired and professional workforce</i>
M1. Champion Program Delivery: On Time, On Budget, High Quality	V1. Ensure Expeditionary and Disaster Readiness	P1. Practice and Promote Engaged Leadership; Champion Diversity & Inclusion
M2. Support and Empower our PDTs	V2. Support Others / Help Others Win	P2. Conduct Meaningful Performance Management; Accountability & Appreciation
M3. Promote PDBP and Organizational Process Excellence	V3. Invest in Partnerships and Relationships; Practice Ambassadorship / Protect and Enhance the USACE Brand	P3. Invest in Military and Civilian Training and Leader Development
M4. Operate Within Our Means / Affordability	V4. Prepare for the Future	P4. <i>Fair, Safe, and Secure:</i> Safety, EEO, and Security Program Excellence

- *Castle 55 Priority: Readiness*
- *MVD LOE: Strengthen Project & Program
Delivery*

- *CSA Priority: Winning Matters*
- *Castle 55 Priority: Readiness / Partnerships
/ Revolutionize*
- *MVD LOE: Strengthen External
Relationships and Sponsor Partnerships*
- *MVD LOE: Sustain and Improve
Infrastructure Performance*

- *CSA Priority: People First*
- *Castle 55 Priority: People*
- *MVD LOE: Build the MVD Team of the Future*



MVP NEXT 2-YEAR HEAVY LIFTS

3



Mission

MVP
Governance
Re-Boot

Fargo-
Moorhead
Metro

Arcadia
CAP 205

DMMPs

USAF
Disposition
Study

Souris River
Dam
Operations

Miter-Gate
Replacements

Pipeline
Permit Actions

Mining Permit
Actions

Value

IJC
Right-Size

Tribal Program

Office Move

MVP Strategic
Priorities

MVD Lines of
Effort

People

COVID-19

Corporate
Recruitments

New Deputy

Diversity &
Inclusion



CDR 2020 OVERALL LEADERSHIP AGENDA

4



MISSION

Committed to successfully delivering our program

- Accomplish MSC Tracked Milestones with No Un-planned Carryover
- Delivery AAR follow-through
- Advance resolution for Souris River Dam dilemma
- Public Review: USAF Disposition Study
- PPA: Arcadia CAP 205
- Champion Strategic Deliverables
 - FMM funding / injunctive relief
 - Pool 2 real estate
 - Pool 4 217 agreement
 - ✓ Pool 5 real estate
 - Pool 6 Homer unload / Winona TF
- Decision: Enbridge L3 Pipeline
- Decision: Northshore Mine
- Re-Boot Governance (Membership / Charters)

VALUE

Passionate about using our expertise to serve others

- ✓ Develop Vision / Guiding Principles
- ✓ Develop MVP 10-Year Strategic Plan
- ✓ Flood Season Readiness
- ✓ Hurricane Season Readiness (PRT)
- ✓ Establish Regulatory Division
- ✓ Establish Support Branch
- ✓ Establish Tribal PRB
- Develop Tribal Communication Protocols
- ✓ Establish Strat-PRB
- ✓ Advance Office Move
- ✓ Establish USACE District and Center Commander Forum
- Leech Lake Tribal Fishing / Swimming
- ✓ Client Surveys
- Non-Standard Estate Request

PEOPLE

Dedicated to our inspired and professional workforce

- ✓ Update / Publish Command Policies
- ✓ Summer Safety Campaign
- ✓ Publish DPMAP Rating Guide + Foundation Element
- Supervisor Development / “Level-Up”
- ✓ Launch Executive LDP
- ✓ Refine Inprocessing / Onboarding / Sponsorship
- FEVS – “personal best” (>80%)
- EEO Program: “Right the Ship”
- Implement ACFT
- Initiate Deputy Backfill
- ✓ MAJ Promotions – Bereth / Solberg
- ✓ Ops Chief Corporate Recruitment
- Reg Chief Corporate Recruitment
- Non-Nav Dayshift AAR
- Dredge Goetz Commuting
- Hiring Conference Support
- Warrant Officer Assignment



MVP 2021 ANNUAL COMMANDER GOALS

6



MISSION

*Committed to successfully
delivering our program*

- Accomplish MSC Tracked Milestones with No Un-planned Carryover
- Delivery AAR follow-through
- **Miter Gate Replacement Actions**
- **Champion Strategic Deliverables**
 - FMM Milestones
 - Finalize Pool 2 real estate
 - Finalize Pool 4 217 agreement
 - Pool 6 Homer unload / Winona TF
 - Initiate Pool 9 / Pool 10 DMMPs

VALUE

*Passionate about using
our expertise to serve others*

- Promote District Guiding Principles
- Advance MVP 10-Year Strategic Plan
- Flood Season Readiness
- Hurricane Season Readiness (PRT)
- **Advance Office Move**
- **Set Conditions for IJC Realignment**
- Advance USACE District and Center Commander Forum Agenda
- Advance Dredged Material Beneficial Use Initiatives
- Host the Environmental Advisory Board

PEOPLE

*Dedicated to our inspired
and professional workforce*

- Summer Safety Campaign
- Refine DPMAP Rating Guide
- Support LDP Programs
- FEVS – “personal best” (>80%)
- EEO Program: Focus on 2020 MD-715 shortfalls and command climate trends
- **Integrate New Deputy**
- **COVID-10 Return to Office**
- Issue Revised Telework Policy
- Warrant Officer Assignment



MVP 2022 ANNUAL COMMANDER GOALS



MISSION

*Committed to successfully
delivering our program*

- Accomplish MSC Tracked Milestones with No Un-planned Carryover
- Delivery AAR follow-through
- **Miter Gate Replacement Actions**
- **Champion Strategic Deliverables**
 - FMM milestones
 - Implement Pool 4 217 agreement
 - Pool 6 Homer unload / Winona TF
 - Advance Pool 9 / Pool 10 DMMPs

VALUE

*Passionate about using
our expertise to serve others*

- Promote District Guiding Principles
- Advance MVP 10-Year Strategic Plan
- Flood Season Readiness
- Hurricane Season Readiness (PRT)
- **Finalize Office Move**
- **Implement IJC Realignment**
- Advance USACE District and Center Commander Forum Agenda
- Advance Dredged Material Beneficial Use Initiatives

PEOPLE

*Dedicated to our inspired
and professional workforce*

- Summer Safety Campaign
- Refine DPMAP Rating Guide
- Support LDP Programs
- FEVS – “personal best”
- EEO Program: Focus on 2020 MD-715 shortfalls
- **Transition New Commander**



MVP 2019-2020 DISTRICT ACHIEVEMENTS



MISSION

*Committed to successfully
delivering our program*

- Awarded FMM Wild Rice River Structure Contract
- Conducted District Delivery AAR
- Completed Pool 5 DMMP
- FMM \$100M in workplan; resumed site work at DIS

VALUE

*Passionate about using
our expertise to serve others*

- Conducted SGM and identified 10-year Priorities
- Identified District vision statement
- Established / promoted District Guiding Principles
- Established Strat-PRB
- Deployed ISO Hurricane Dorian
- Established Tribal PRB
- Visited Fond du Lac, Grand Portage, Red Lake and Leech Lake Bands
- Corporate Board membership changes (CT+RE) and charter
- RRB Nutrient Targets and Objectives
- Established USACE DE Forum
- RMB Approval for Regulatory Division / GS-15 and GS-14 Support Branch Chief

PEOPLE

*Dedicated to our inspired
and professional workforce*

- Updated Policy Letters
- Ops Chief Corporate Recruitment
- Issued DPMAP Rating Guide
- Promoted "Level Up in 2020" Initiative
- Launched the 101 Days of Summer Safety Campaign
- National Awards: Ann Banitt H&H; Mike McGarvey ULA
- IOS handbooks / welcome packet update
- USACE Best Places to Work
- Promoted LTC Pat Sullivan, MAJ Andrew Berreth, MAJ Friend Solberg
- Retired Kevin Baumgard, Mark Koenig, Randy Melby
- Hired Tamara Cameron, Chris Bowen
- COVID-19 ACFs / District Resilience

Defense Organizational Climate Survey (DEOCS)

[PDF Download](#)

11/21/2020

Unit: USACE -St Paul District | Survey Date: 09/14/2020 - 10/20/2020 | Report: Overall Unit



About

Heading	Description	
Overview	Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.	
	The Defense Organizational Climate Survey (DEOCS) dashboard provides valuable information about members' perceptions of the organization's climate. Your organization's DEOCS results may display both organizational strengths and concerns. It is important to review all sections in this dashboard. Doing so can help create a more complete picture, help validate potential areas of concern, and determine if the apparent climate of your organization or any subgroup(s) warrants further action.	
	Additional methods, such as focus groups, observations, and reviews of records, can be used to learn more about issues identified in the survey, including clarification of perceptions of climate factors, reasons why these perceptions exist, and suggestions for improvement.	
Navigating the Dashboard	While the DEOCS is open, use the Response Rate tab to monitor the number of people that have completed the survey to date. This tab will display an up-to-date response rate, the number of completed surveys by day, and a table of current and historical response rates for all surveys you have administered.	
	Once the DEOCS is closed and your results are generated, start by reviewing the Summary and Primary Climate Factors tabs for an overall picture of your organization's results. These tabs will display results for the three main climate factors measured on the DEOCS: organizational effectiveness, equal opportunity (EO) / equal employment opportunity (EEO) / fair treatment, and sexual assault prevention and response (SAPR).	
	The Primary Climate Factors tab contains a section filter menu that you can use to explore the Factor Results for all of the primary climate factors, as well as the Demographic Comparisons, which will display results by key demographic categories (e.g., men/women, enlisted/officer, and supervisory/non-supervisory). Use these results to determine whether diminished perceptions of climate factors are more prevalent among specific groups, and the sources of those perceptions.	
	Use the Secondary Climate Factors tab to explore additional results related to connectedness, sexual assault reporting knowledge, bystander intervention, unwanted workplace experiences, hazing, and bullying.	
	The Secondary Climate Factors tab contains a section filter menu that you can use to explore the Factor Results for all of the secondary climate factors, as well as the LDQ questions, which will display results for any custom multiple choice questions that were included on your DEOCS.	
	Review the Item Summary tab to find more detailed results for the questions related to the primary climate factors on your DEOCS.	
	The Download tab contains three options that allow you to download an overall unit report, executive report (includes overall unit results and subgroup results in one report), and subgroup/subunit reports, if applicable. Use the "Report" filter on this tab to select the type of report you need.	
	The Comments Download tab allows you to download a PDF copy of all comments and custom short answer questions that may have been included. Comment reports can be generated for the overall unit or for subgroups. Use the "Report" filter on this tab to select the type of report you need.	
	The blue QuickLinks button provides more information about most of these tabs and also contains links to resources on https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home	
	For more help navigating the dashboard or to find information on the features and functionality of the dashboard, go to the home page of the DEOCS portal and click on the question mark icon in the upper, right corner of the screen.	
Index	Additional information for many of the tables and graphs in this report can be found on the last page in the Index table. Each applicable table or graph will have an Index number above it. Match this Index number to its description in the Index Reference Table on the very last page of the report to find more detailed information about what is shown.	
Making Climate Assessment Results Work for Your Organization	1. Share the results with members of your organization.	
	2. Involve key leaders; let members know you are acting on their feedback.	
	3. If needed, establish an action team to develop and implement a plan for organizational improvement.	

24 rows total

Heading	Description	
Assessment to Solutions	For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at: https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home	
	Assessment to Solutions was created to support leaders and equal opportunity professionals throughout the climate assessment process. It provides products that help identify appropriate follow-on climate assessment efforts, aid in the development of an action plan to rectify workplace conditions that negatively impact climate, and training materials that can be incorporated in an action plan.	
	The Assessment to Solutions area parallels the main assessment sections of the DEOCS, which include organizational effectiveness, EO/EEO/fair treatment, and SAPR. Each area further addresses each climate factor included in the section, and provides a host of products for each.	
Contact Information	The DEOCS HelpDesk is available to assist you and can be reached at:	
	deocs@datarecognitioncorp.com	
	1-833-867-5674	

Response Rate

53%

Total in Unit

711

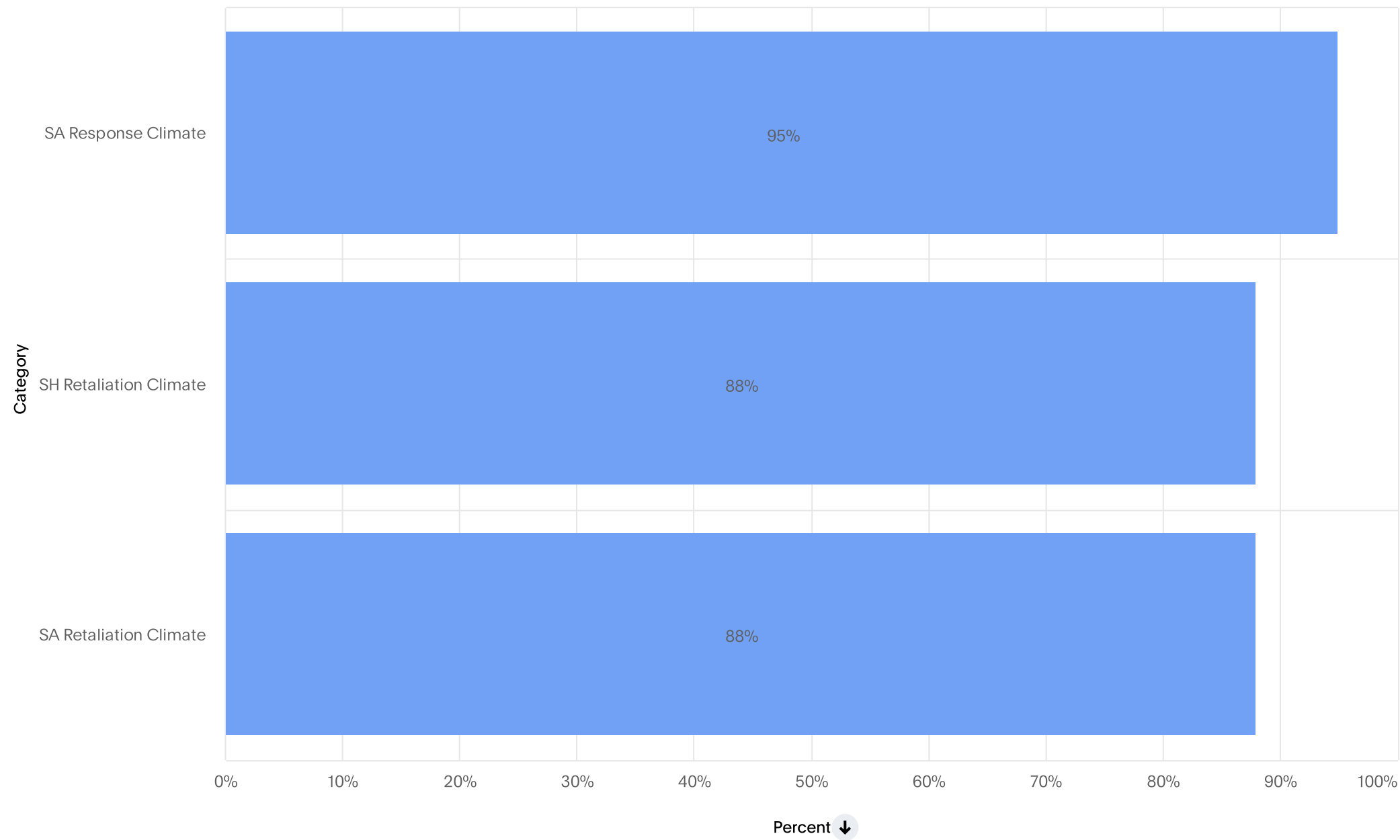
Total Surveys Returned

374

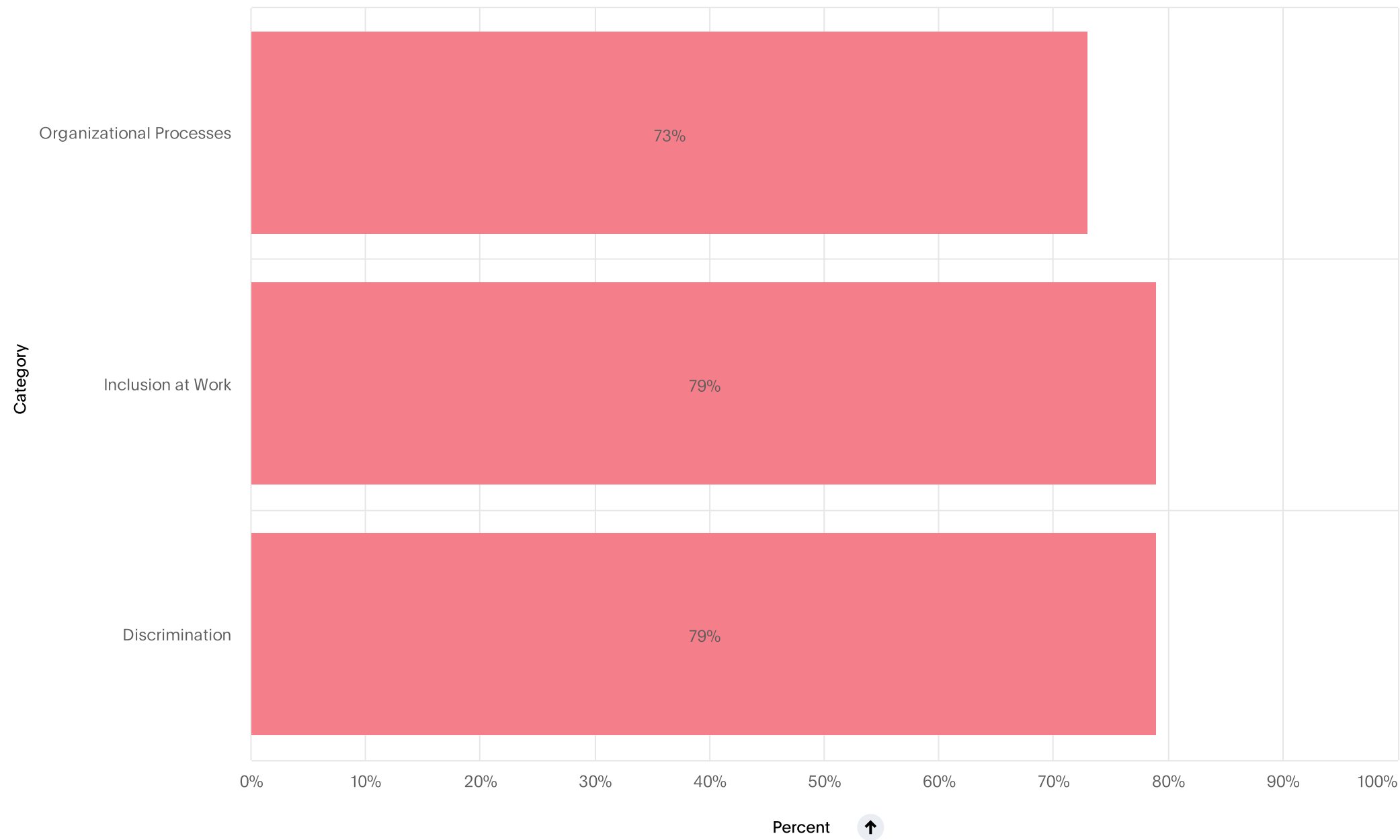
Total Incomplete Surveys

23

Top 3 - Climate Factors with Highest Favorability Ratings

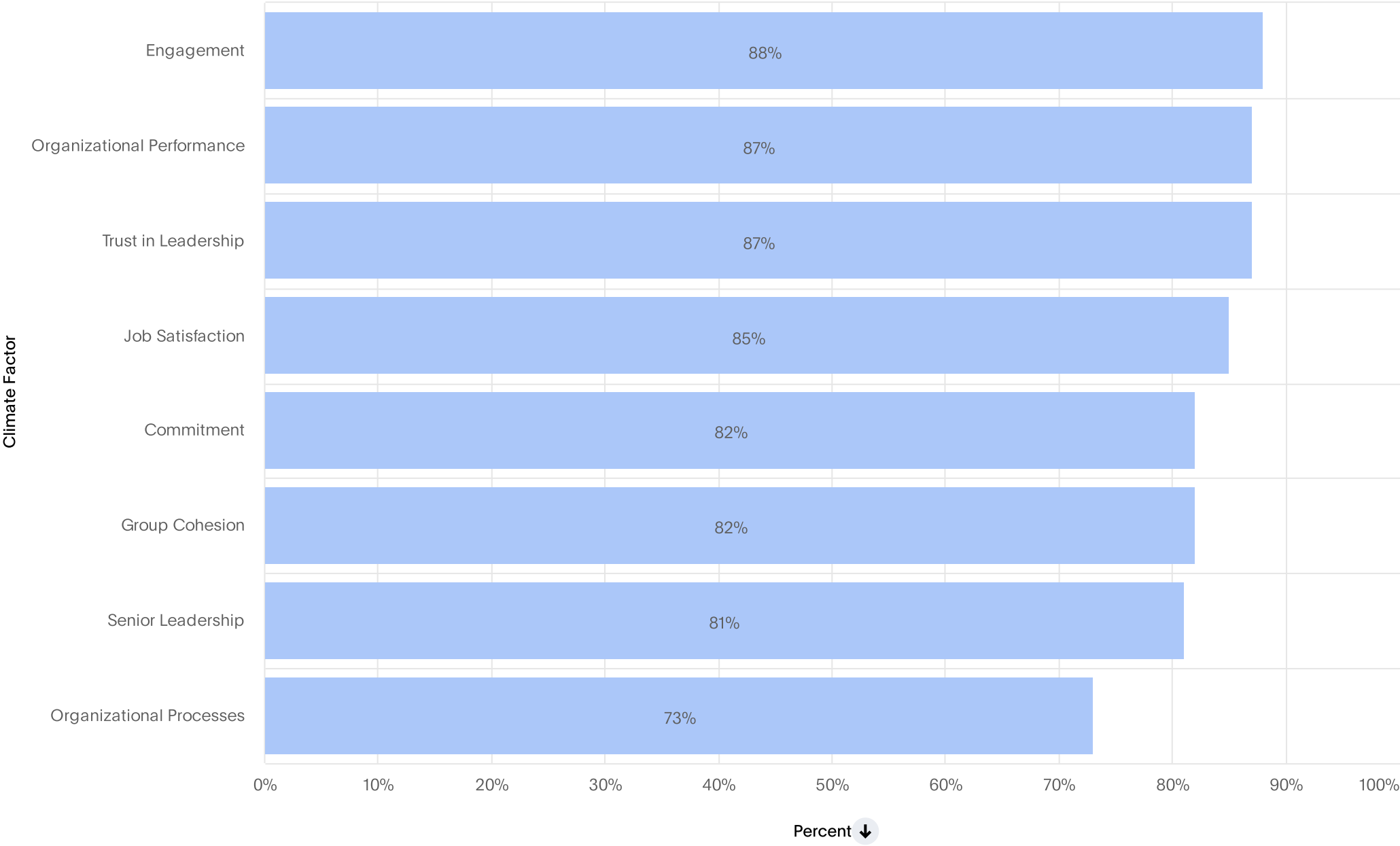


Bottom 3 - Climate Factors with Lowest Favorability Ratings



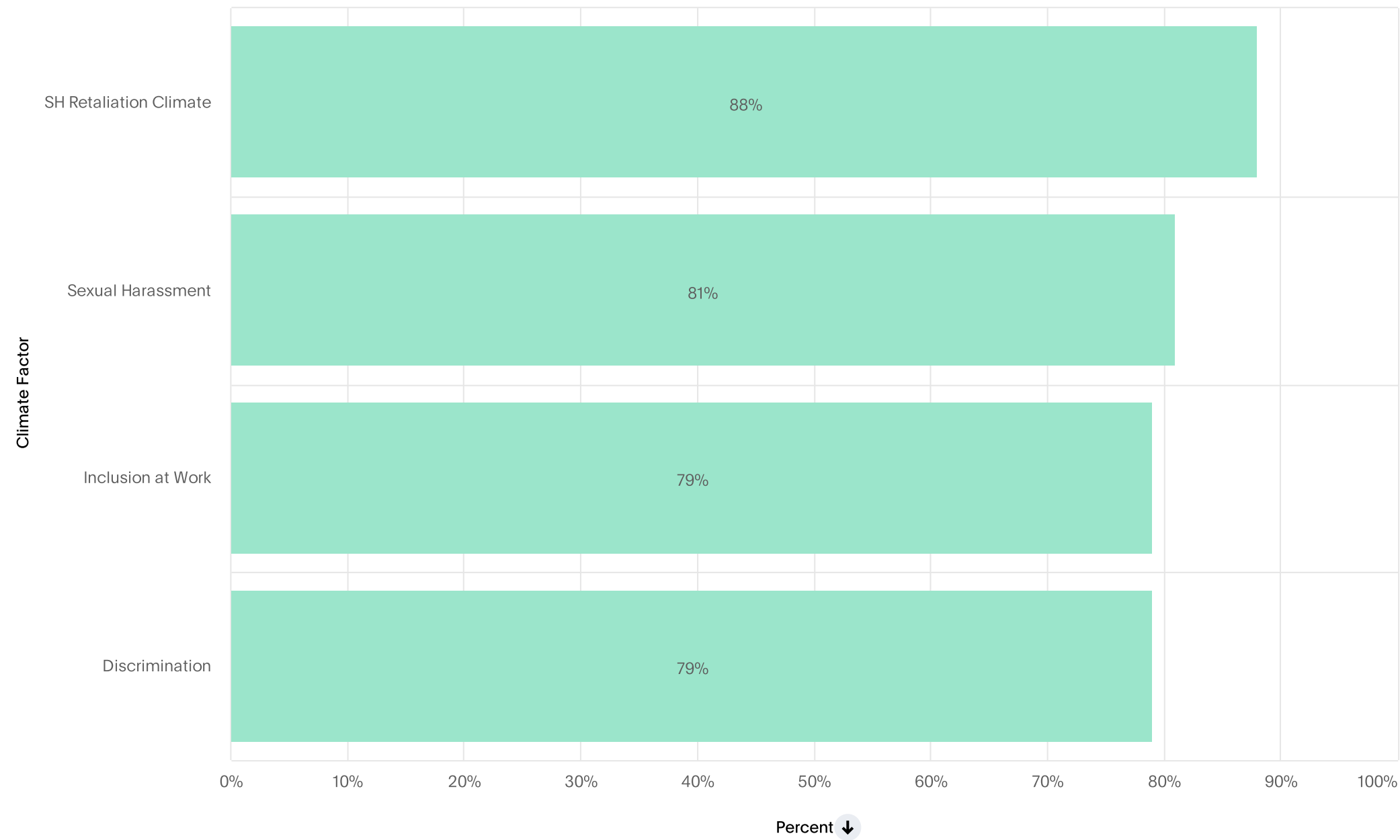
Organizational Effectiveness

Your unit's overall favorability ratings for Organizational Effectiveness are displayed below. See Index 1.1 for more info.



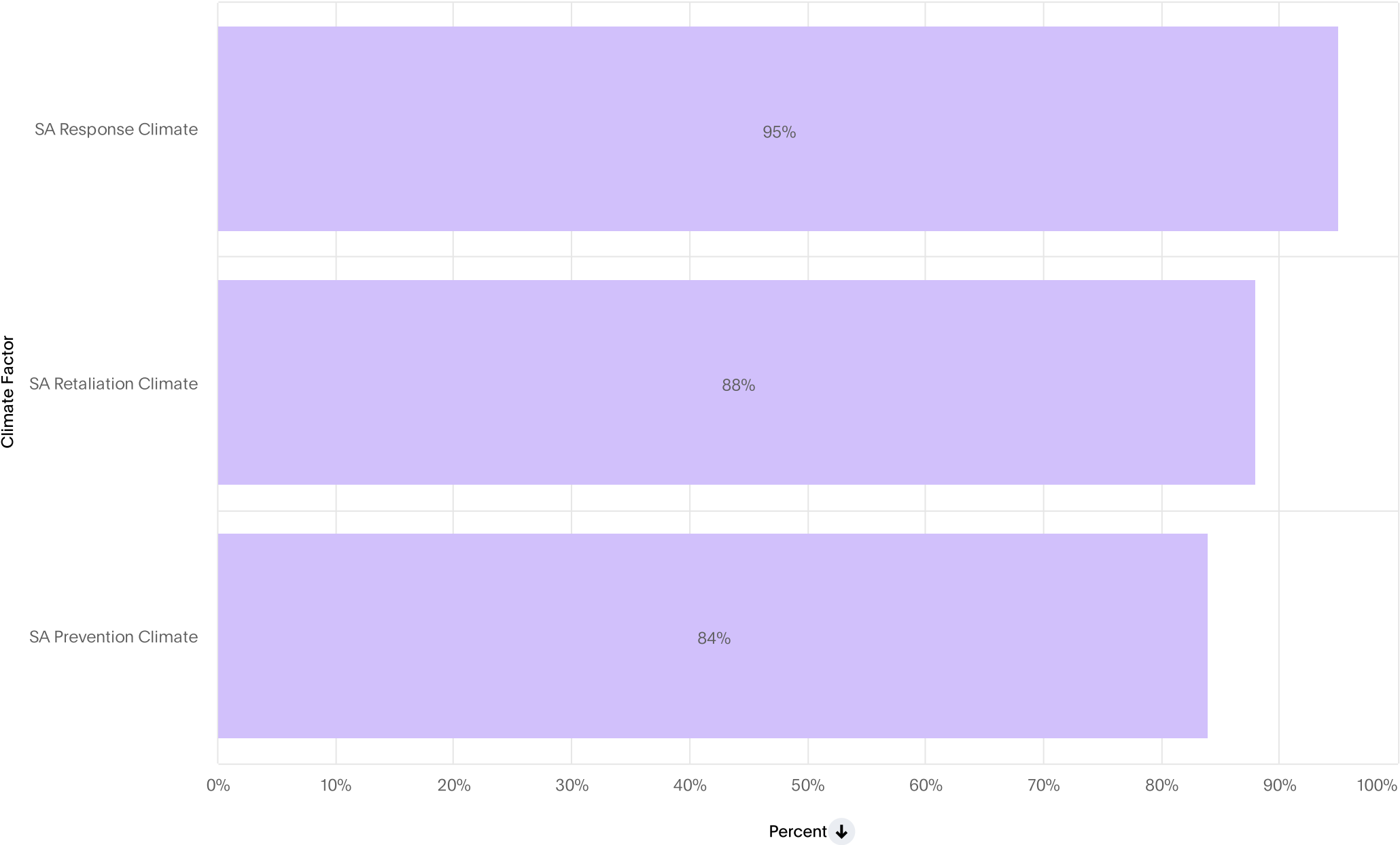
EO/EEO/Fair Treatment

Your unit's overall favorability ratings for EO / EEO / Fair Treatment are displayed below. See Index 1.2 for more info.



Sexual Assault Prevention & Response

Your unit's overall favorability ratings for Sexual Assault Prevention and Response are displayed below. See Index 1.3 for more info.



How to Interpret Color Coding

	Improvement Needed	Caution	Adequate	Excellent	Data Not Reportable	
Low Range	0%	50%	70%	90%	-99%	
High Range	49%	69%	89%	100%	-99%	

Organizational Effectiveness

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.1 for more info.

Category	Commitment	Senior Leadership	Organization Performance	Group Cohesion	Trust in Leadership	Job Satisfaction	Organization Process	Engagement
Overall	82%	81%	87%	82%	87%	85%	73%	88%
Majority	83%	82%	88%	82%	87%	85%	74%	88%
Minority	82%	84%	79%	79%	87%	86%	77%	88%
Women	87%	88%	93%	87%	90%	91%	73%	91%
Men	80%	79%	85%	80%	86%	82%	73%	86%
Officer	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Junior Officer	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Senior Officer	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Military	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Civilian	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Junior Civilian	83%	85%	88%	82%	88%	83%	73%	86%
Senior Civilian	92%	86%	96%	90%	96%	93%	83%	94%
Non-Supervisor	81%	80%	86%	80%	86%	83%	70%	86%
Supervisor	90%	87%	96%	91%	95%	93%	84%	96%

Equal Opportunity / Equal Employment Opportunity / Fair Treatment

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.2 for more info.

Category	Inclusion	Discrimination	Sexual Harassment	Sexual Harassment Retaliation Climate	
Overall	79%	79%	81%	88%	
Majority	80%	80%	81%	88%	
Minority	76%	64%	78%	91%	
Women	80%	71%	79%	83%	
Men	78%	83%	82%	91%	
Officer	-99%	-99%	-99%	-99%	
Junior Officer	-99%	-99%	-99%	-99%	
Senior Officer	-99%	-99%	-99%	-99%	
Military	-99%	-99%	-99%	-99%	
Civilian	-99%	-99%	-99%	-99%	
Junior Civilian	79%	77%	78%	87%	
Senior Civilian	91%	85%	90%	96%	
Non-Supervisor	77%	77%	79%	87%	
Supervisor	89%	87%	89%	94%	

Sexual Assault Prevention & Response

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.3 for more info.

Category	Sexual Assault Prevention Climate	Sexual Assault Response Climate	Sexual Assault Retaliation Climate	
Overall	84%	95%	88%	
Majority	85%	95%	88%	
Minority	81%	94%	86%	
Women	84%	94%	86%	
Men	86%	95%	90%	
Officer	-99%	-99%	-99%	
Junior Officer	-99%	-99%	-99%	
Senior Officer	-99%	-99%	-99%	
Military	-99%	-99%	-99%	
Civilian	-99%	-99%	-99%	
Junior Civilian	85%	94%	88%	
Senior Civilian	90%	99%	96%	
Non-Supervisor	84%	94%	87%	
Supervisor	88%	99%	95%	

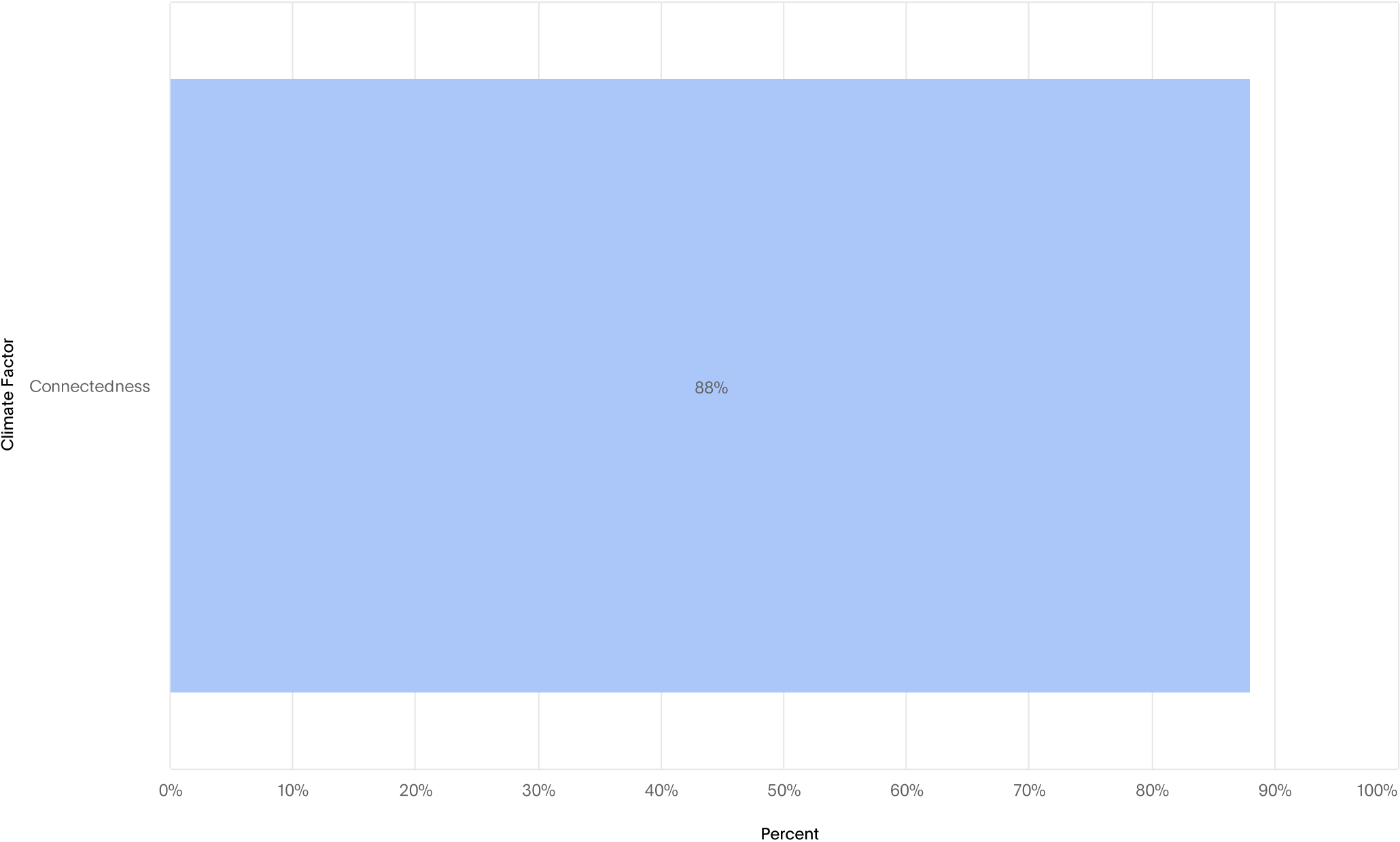
Connectedness

Your unit's overall favorability ratings and the demographic comparisons between ratings are displayed below. See Index 2.4 for more info.

Category	Connectedness	
Overall	88%	
Majority	90%	
Minority	87%	
Women	91%	
Men	87%	
Officer	-99%	
Junior Officer	-99%	
Senior Officer	-99%	
Military	-99%	
Civilian	-99%	
Junior Civilian	88%	
Senior Civilian	96%	
Non-Supervisor	87%	
Supervisor	95%	

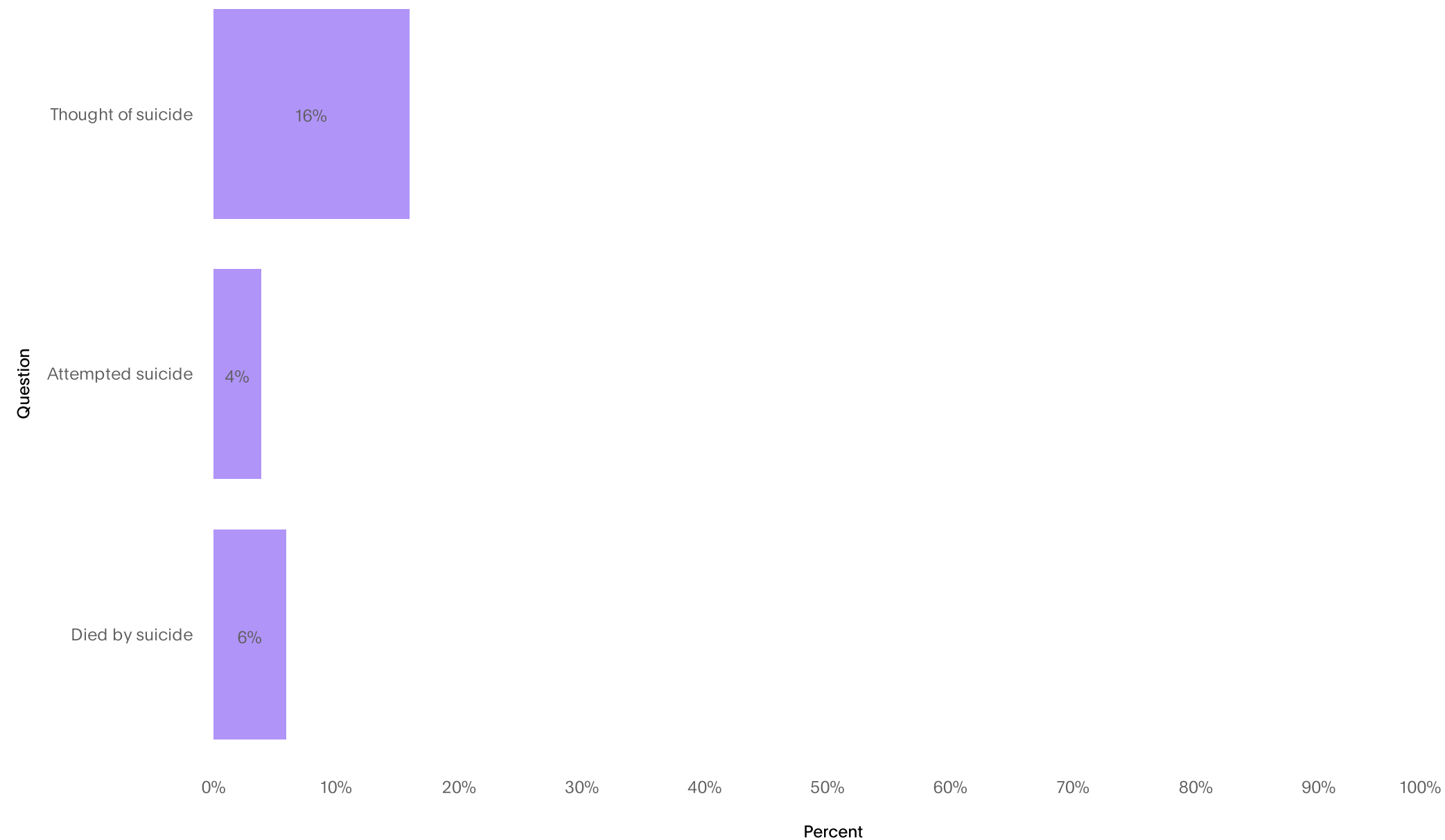
Connectedness (Overall)

Your unit's overall favorability rating of connectedness is displayed below. See Index 2.5 for more info.



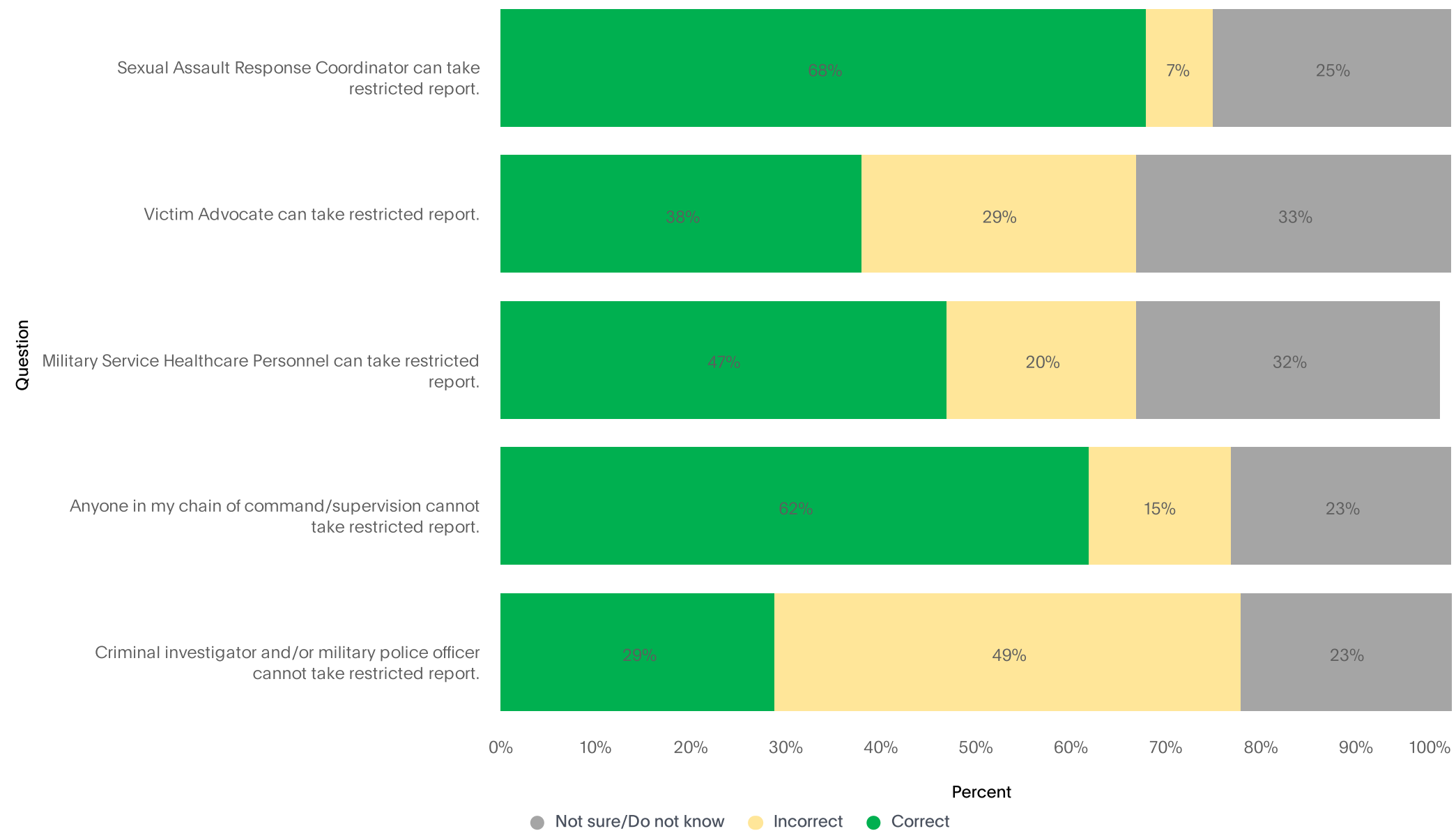
Knowledge of Suicide Ideation, Attempts & Death

I know someone in my organization who has...



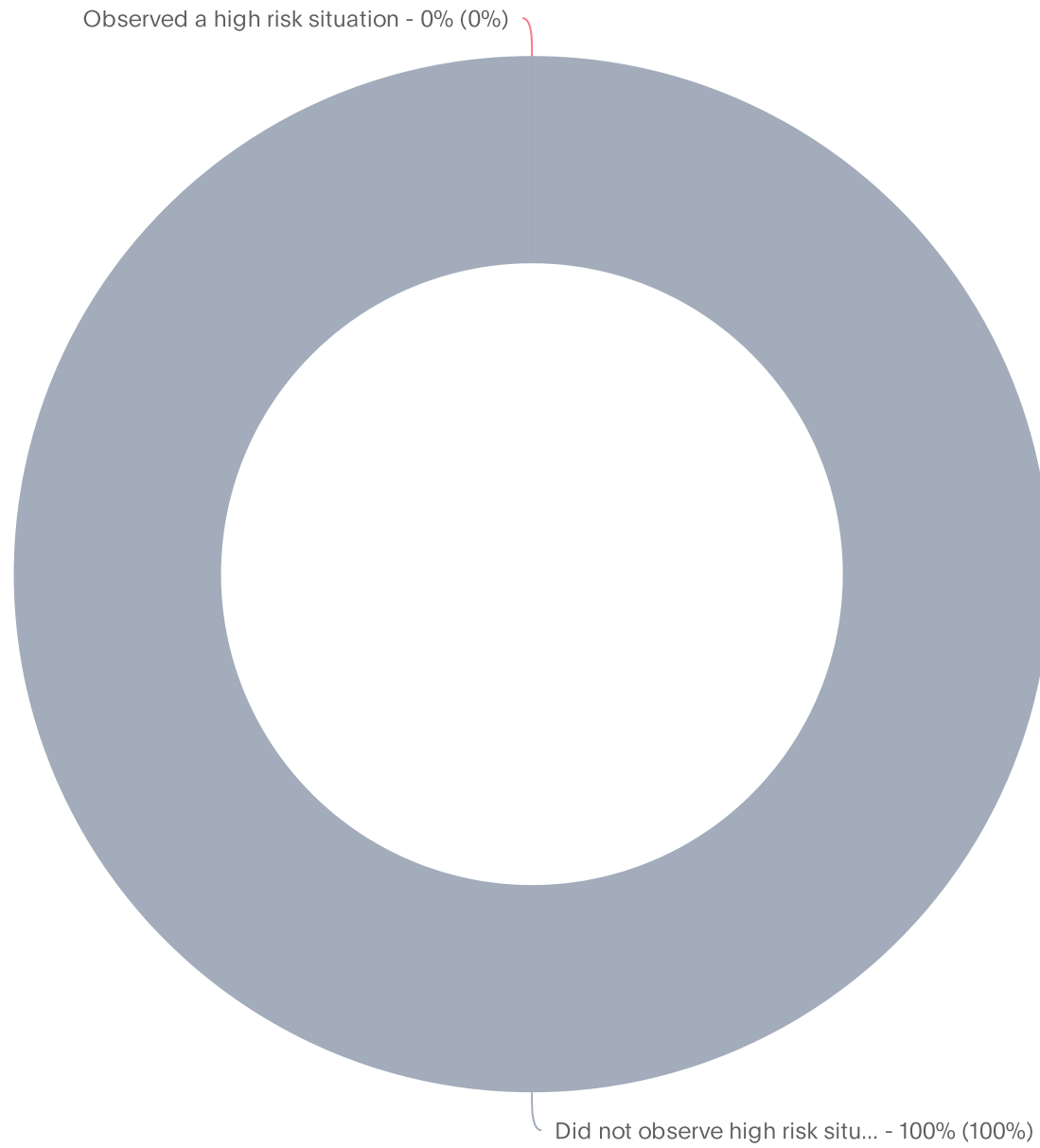
Sexual Assault Reporting Knowledge

The graph below displays the percentage of respondents who correctly or incorrectly answered each item. See Index 2.6 for more info.



Bystander Intervention

Respondents who observed a high risk situation (i.e., one they believed was, or could have led to a sexual assault) within the past 12 months



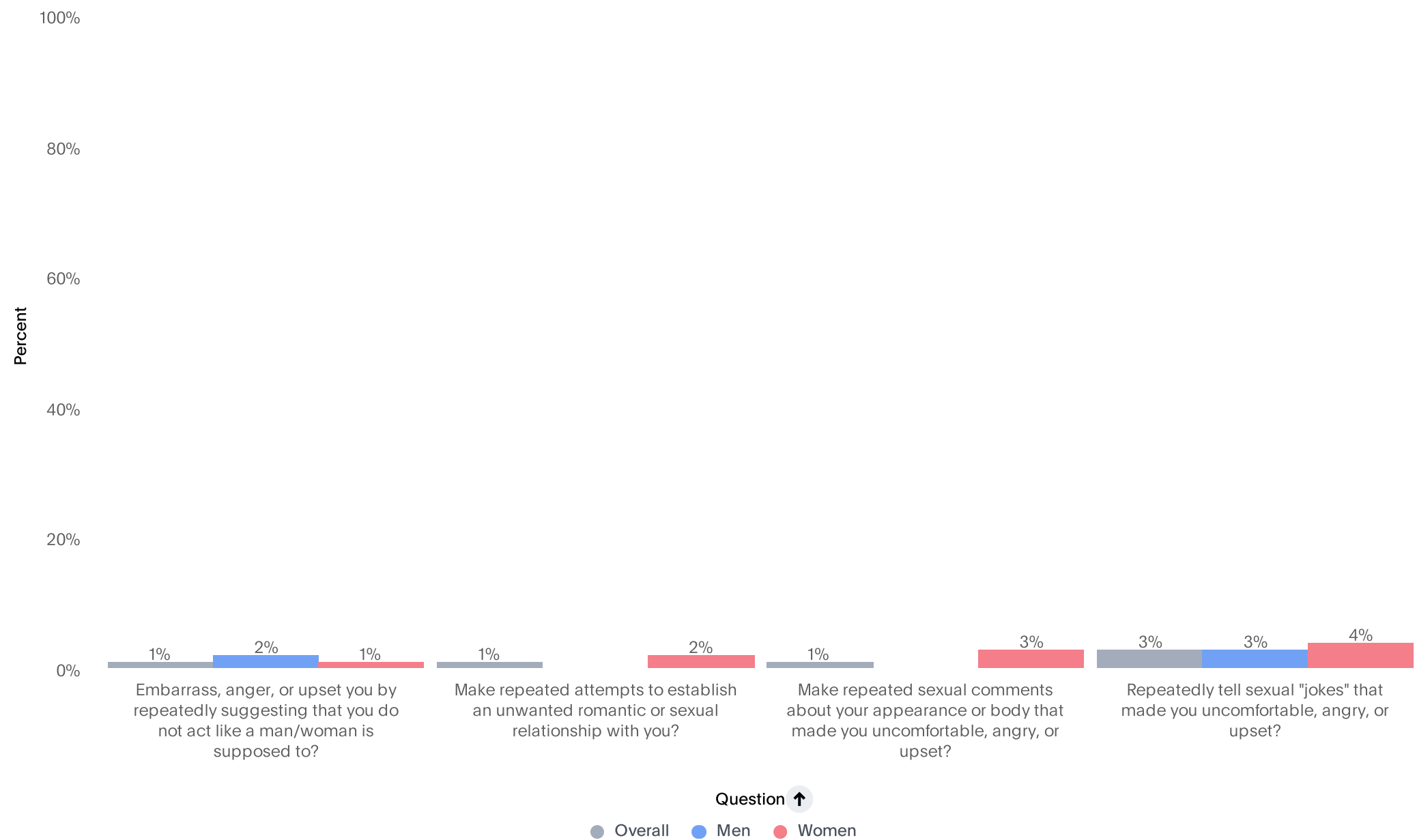
Reported Actions Taken Following High Risk Situation

For those individuals who observed a high risk situation, they were asked to choose the response that most closely resembled their actions.

No data

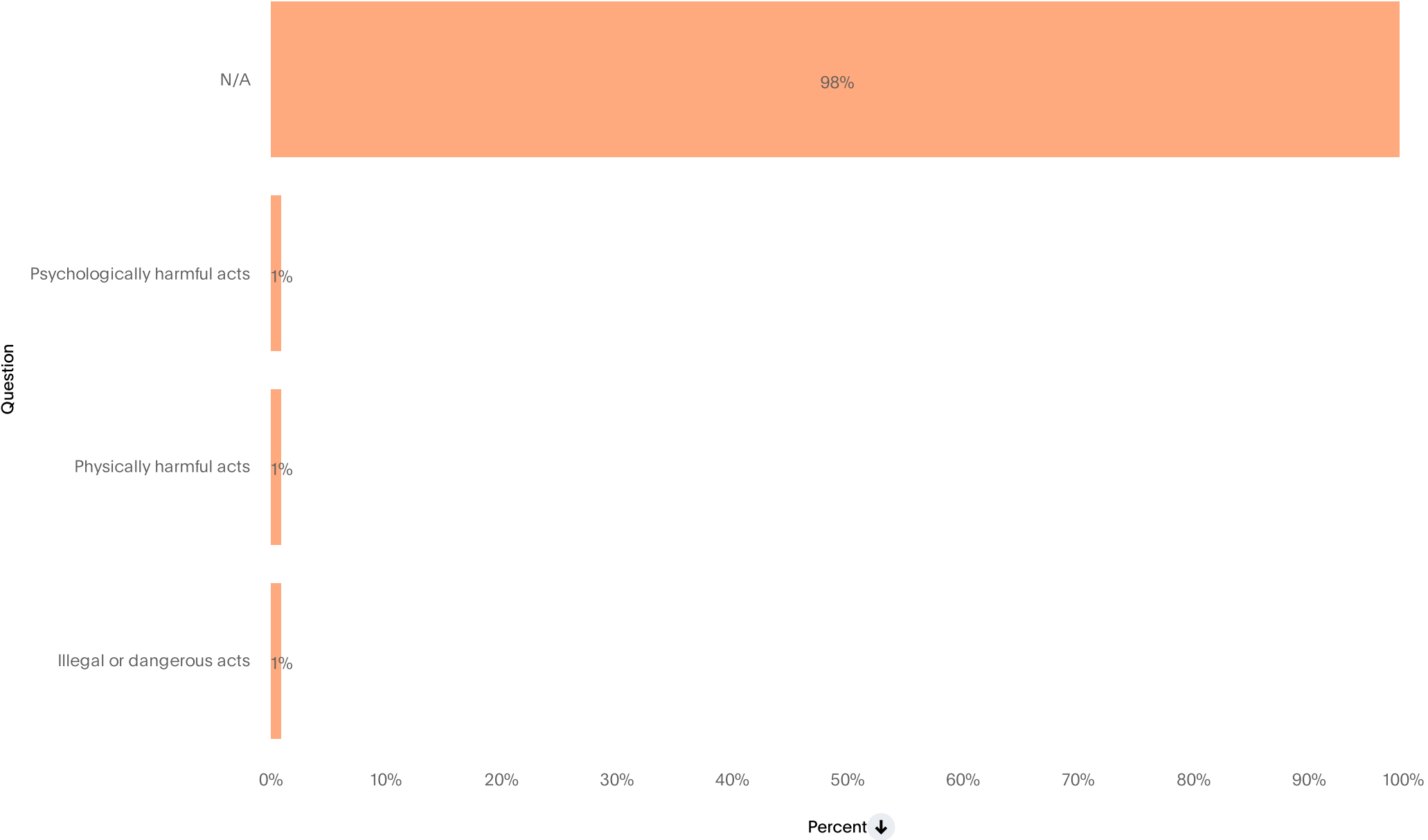
Unwanted Workplace Experiences

The graph shows the percentage who said that someone from their workplace did any of the following actions to them. See Index 2.7 for more info.



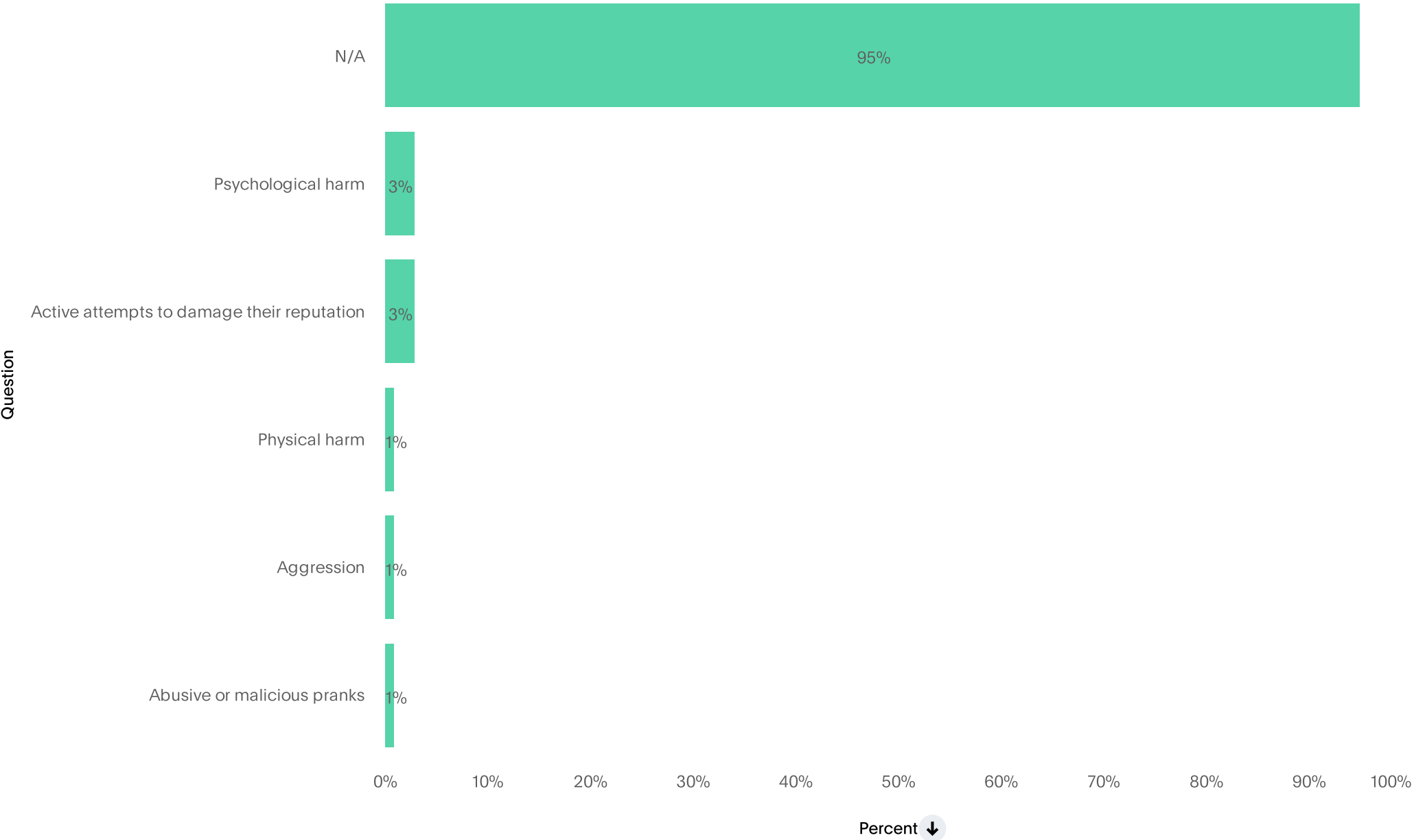
Hazing

Percentage who said individuals are pressured to do the following acts as an initiation process at their workplace. See Index 2.8 for more info.



Bullying

Percentage who said individuals in their workplace who are seen as "different" are targets of the following. See index 2.9 for more info.



Custom Multiple-Choice Questions (Locally Developed Questions or LDQs)

Category Name	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total	
Fairness	Favoritism does not occur in my work area.	9% (32)	11% (39)	21% (78)	45% (164)	14% (51)	100% (364)	
Feedback and Recognition	I am satisfied with my latest one-on-one rater feedback session with my rater.	1% (5)	4% (15)	16% (58)	45% (162)	34% (124)	100% (364)	
Inclusion	Coworkers allow each other to express their opinions.	1% (5)	2% (7)	6% (20)	61% (223)	30% (108)	100% (363)	
Inclusion	My workgroup is accepting of individuals with diverse backgrounds.	0% (1)	3% (10)	8% (28)	49% (179)	40% (146)	100% (364)	
Interpersonal Relations/Social Interactions	My work environment is free from unprofessional behavior.	2% (9)	6% (23)	16% (59)	54% (197)	21% (76)	100% (364)	
Leadership Accessibility/Openness	I would feel comfortable asking my Commander/Director for help.	3% (10)	6% (23)	10% (36)	49% (179)	31% (114)	100% (362)	
Leadership Accessibility/Openness	I would feel comfortable asking my immediate supervisor for help.	3% (10)	5% (17)	4% (16)	43% (158)	45% (163)	100% (364)	
Leadership Effectiveness	The leaders in my command deal effectively with adversity or conflict within the command.	2% (6)	7% (26)	21% (77)	51% (184)	19% (70)	100% (363)	
Discrimination/Harassment	Coworkers challenge discriminatory or sexual harassing behaviors.	1% (2)	4% (13)	26% (94)	48% (174)	22% (81)	100% (364)	
Leadership Effectiveness	I feel that the Commander/Director will use the information from this survey to improve the command.	2% (7)	4% (14)	12% (43)	45% (165)	37% (134)	100% (363)	

Organizational Effectiveness: Commitment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
I feel like "part of the family" in this workgroup.	2% (7)	3% (11)	4% (16)	8% (28)	17% (63)	45% (166)	22% (82)	100% (373)	
This workgroup has a great deal of personal meaning to me.	1% (5)	3% (13)	3% (10)	11% (41)	19% (70)	40% (148)	23% (87)	100% (374)	
I feel a strong sense of belonging to this workgroup.	2% (9)	3% (10)	5% (18)	8% (31)	19% (72)	42% (155)	21% (78)	100% (373)	

Organizational Effectiveness: Senior Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	2% (9)	3% (11)	4% (14)	6% (21)	13% (50)	48% (180)	24% (89)	100% (374)	
My senior leader clarifies our organization's goals and priorities.	2% (8)	2% (7)	5% (18)	6% (23)	13% (50)	45% (169)	26% (99)	100% (374)	
My senior leader communicates a clear vision for the future.	3% (10)	2% (9)	6% (21)	9% (33)	20% (76)	38% (140)	22% (83)	100% (372)	
My senior leader listens to the concerns of the organization's military members/employees.	3% (11)	3% (11)	3% (10)	16% (61)	12% (44)	38% (142)	25% (93)	100% (372)	

4 rows total

Organizational Effectiveness: Organizational Performance

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	2% (7)	2% (6)	2% (8)	4% (15)	11% (42)	47% (174)	32% (121)	100% (373)	
My organization's performance, compared to similar organizations, is high.	1% (4)	2% (8)	2% (6)	9% (35)	10% (37)	42% (158)	34% (126)	100% (374)	
My organization makes good use of available resources to accomplish its mission.	2% (6)	5% (18)	4% (15)	4% (14)	12% (45)	52% (196)	21% (80)	100% (374)	

3 rows total

Organizational Effectiveness: Group Cohesion

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
My workgroup is united in trying to reach its goals for performance.	2% (6)	3% (12)	2% (9)	7% (28)	13% (48)	48% (179)	25% (92)	100% (374)	
We all take responsibility for the performance of the workgroup.	3% (11)	4% (16)	5% (17)	7% (26)	14% (51)	45% (166)	23% (86)	100% (373)	
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	2% (8)	4% (14)	5% (19)	10% (39)	14% (54)	46% (173)	18% (66)	100% (373)	

Organizational Effectiveness: Trust in Leadership

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
I can rely on my immediate supervisor to act in my organization's best interest.	2% (6)	3% (11)	2% (9)	4% (16)	6% (23)	40% (151)	42% (158)	100% (374)	
My immediate supervisor follows through with commitments he or she makes.	3% (10)	2% (9)	3% (12)	5% (18)	10% (39)	42% (157)	34% (129)	100% (374)	
I feel comfortable sharing my work difficulties with my immediate supervisor.	3% (12)	5% (18)	6% (21)	3% (13)	10% (37)	44% (164)	29% (108)	100% (373)	
My immediate supervisor treats me fairly.	2% (9)	2% (6)	3% (10)	4% (14)	6% (21)	38% (142)	46% (172)	100% (374)	

Organizational Effectiveness: Job Satisfaction

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
I like my current job.	2% (6)	2% (9)	4% (14)	5% (17)	11% (43)	47% (175)	29% (110)	100% (374)	
I feel satisfied with my current job.	2% (7)	4% (15)	6% (23)	6% (21)	14% (53)	45% (168)	23% (87)	100% (374)	
I am happy with my current job.	2% (6)	4% (16)	5% (17)	6% (21)	16% (58)	45% (169)	23% (87)	100% (374)	

Organizational Effectiveness: Organizational Processes

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Programs are in place to address military members'/employees' concerns.	1% (4)	1% (5)	2% (8)	12% (44)	15% (57)	51% (190)	17% (63)	100% (371)	
Discipline is administered fairly.	5% (17)	6% (24)	6% (23)	27% (100)	12% (44)	37% (137)	8% (29)	100% (374)	
Decisions are made after reviewing relevant information.	2% (9)	2% (8)	4% (15)	13% (50)	14% (51)	52% (193)	13% (48)	100% (374)	

Organizational Effectiveness: Engagement

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
At my workplace, I am mentally resilient.	0% (0)	0% (1)	2% (9)	2% (7)	10% (38)	55% (205)	30% (114)	100% (374)	
I am enthusiastic about my work.	1% (5)	3% (10)	5% (17)	8% (30)	16% (58)	46% (171)	22% (83)	100% (374)	
Time flies when I am working.	1% (4)	2% (9)	5% (20)	7% (27)	19% (71)	40% (149)	25% (94)	100% (374)	

EO/EEO/Fair Treatment: Inclusion at Work

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Coworkers are treated as valued members of the team without losing their unique identities.	1% (2)	2% (7)	3% (12)	7% (25)	13% (48)	52% (196)	22% (84)	100% (374)	
Within my workgroup, I am encouraged to offer ideas on how to improve operations.	2% (7)	2% (9)	4% (16)	8% (29)	14% (51)	45% (170)	25% (92)	100% (374)	
Military members/employees in my workgroup are empowered to make work-related decisions on their own.	1% (4)	4% (14)	4% (15)	15% (54)	16% (60)	47% (174)	13% (50)	100% (371)	
Outcomes (e.g., training opportunities, awards and recognition) are fairly distributed among military members/employees of my workgroup.	5% (20)	5% (20)	4% (15)	17% (62)	14% (53)	42% (155)	12% (46)	100% (371)	
The decision-making processes that impact my workgroup are fair.	3% (12)	3% (12)	3% (13)	13% (49)	13% (50)	49% (185)	14% (53)	100% (374)	

5 rows total

EO/EEO/Fair Treatment: Inclusion at Work

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
I feel excluded by my workgroup because I am different.	1% (4)	3% (11)	6% (24)	10% (39)	4% (16)	44% (166)	30% (114)	100% (374)	

EO/EEO/Fair Treatment: Discrimination

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Discrimination based on race/color/national origin does not occur in my workplace.	2% (6)	4% (15)	4% (15)	10% (38)	5% (20)	36% (133)	39% (143)	100% (370)	
Discrimination based on religion does not occur in my workplace.	1% (3)	2% (8)	2% (9)	11% (41)	5% (18)	37% (138)	41% (153)	100% (370)	
Discrimination based on sex does not occur in my workplace.	3% (11)	6% (21)	6% (21)	9% (35)	8% (29)	36% (133)	32% (120)	100% (370)	
Discrimination based on sexual orientation does not occur in my workplace.	2% (7)	1% (5)	3% (10)	13% (49)	4% (16)	40% (148)	36% (134)	100% (369)	
Discrimination based on age does not occur in my workplace. (Data displayed are for civilians only.)	3% (11)	4% (15)	8% (28)	9% (34)	7% (26)	40% (145)	29% (108)	100% (367)	
Discrimination based on disability does not occur in my workplace. (Data displayed are for civilians only.)	1% (5)	2% (7)	3% (11)	11% (41)	6% (23)	41% (149)	35% (129)	100% (365)	
Discrimination based on equal pay does not occur in my workplace. (Data displayed are for civilians only.)	2% (8)	4% (15)	3% (12)	17% (63)	5% (19)	35% (128)	33% (122)	100% (367)	
Discrimination based on genetic information does not occur in my workplace. (Data displayed are for civilians only.)	1% (3)	0% (1)	1% (2)	22% (80)	2% (7)	37% (135)	38% (137)	100% (365)	
Discrimination based on pregnancy does not occur in my workplace. (Data displayed are for civilians only.)	1% (4)	1% (3)	3% (10)	15% (55)	4% (14)	38% (140)	38% (139)	100% (365)	
I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.	4% (13)	2% (9)	4% (14)	6% (21)	10% (36)	43% (161)	32% (117)	100% (371)	

EO/EEO/Fair Treatment: Discrimination

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
Racial slurs, comments, and/or jokes are used in my workplace.	2% (9)	3% (12)	6% (22)	10% (38)	5% (20)	33% (123)	40% (149)	100% (373)	
Sexist slurs, comments, and/or jokes are used in my workplace.	2% (8)	4% (16)	8% (28)	11% (40)	6% (21)	30% (113)	39% (146)	100% (372)	

EO/EEO/Fair Treatment: Sexual Harrassment

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
My chain of command/supervision adequately responds to allegations of sexual harassment.	1% (3)	1% (3)	2% (6)	31% (116)	3% (13)	35% (129)	27% (102)	100% (372)	
My chain of command/supervision plays an active role in the prevention of sexual harassment.	1% (3)	1% (3)	1% (3)	14% (53)	8% (30)	45% (166)	31% (114)	100% (372)	

EO/EEO/Fair Treatment: Sexual Harassment

These questions are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
Individuals from my workplace use offensive gestures that are sexual in nature.	1% (2)	1% (4)	2% (9)	10% (38)	3% (11)	34% (128)	48% (180)	100% (372)	
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.	0% (0)	1% (2)	0% (1)	11% (40)	1% (2)	21% (77)	67% (249)	100% (371)	

EO/EEO/Fair Treatment: Sexual Harassment Retaliation Climate

In my work group, military members or employees who file a sexual harassment complaint would be...

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Excluded from social interactions or conversations.	45% (161)	37% (134)	3% (12)	10% (35)	3% (11)	1% (5)	1% (2)	100% (360)	
Denied career opportunities (e.g., denied training, awards or promotions).	47% (167)	37% (131)	3% (10)	10% (35)	2% (6)	1% (3)	1% (2)	100% (354)	
Discouraged from moving forward with the complaint.	49% (174)	37% (134)	3% (9)	9% (33)	1% (4)	1% (2)	1% (2)	100% (358)	
Subjected to insulting or disrespectful remarks or jokes.	49% (176)	37% (132)	3% (11)	9% (32)	1% (4)	1% (3)	0% (1)	100% (359)	
Disciplined or given other corrective action.	51% (181)	37% (131)	2% (8)	9% (31)	1% (3)	1% (3)	0% (1)	100% (358)	
Blamed for causing problems.	47% (169)	37% (130)	4% (13)	8% (29)	3% (11)	1% (3)	0% (1)	100% (356)	

SAPR: Sexual Assault Prevention Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
My immediate supervisor models respectful behavior.	1% (4)	2% (7)	2% (7)	3% (11)	7% (26)	34% (125)	51% (188)	100% (368)	
My immediate supervisor promotes responsible alcohol use.	2% (7)	2% (8)	0% (1)	27% (100)	4% (13)	35% (127)	30% (111)	100% (367)	
My immediate supervisor would correct individuals who refer to coworkers as "honey," "babe," "sweetie," or use other unprofessional language at work.	2% (9)	2% (6)	1% (5)	10% (37)	8% (28)	43% (159)	34% (124)	100% (368)	
My immediate supervisor would stop individuals who are talking about sexual topics at work.	1% (2)	2% (7)	2% (6)	6% (21)	7% (24)	43% (158)	41% (151)	100% (369)	
My immediate supervisor would intervene if an individual was receiving sexual attention at work (e.g., staring at someone's chest, standing too close, rubbing someone's shoulders).	1% (3)	1% (4)	1% (5)	5% (20)	5% (20)	44% (164)	41% (153)	100% (369)	
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes (e.g., sexual assault, violence, or suicide).	3% (10)	3% (10)	1% (2)	14% (52)	5% (18)	43% (157)	32% (119)	100% (368)	

SAPR: Sexual Assault Response Climate

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	0% (1)	0% (1)	1% (2)	2% (6)	3% (11)	34% (125)	60% (221)	100% (367)	
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	0% (1)	1% (3)	2% (6)	3% (11)	3% (12)	36% (131)	55% (203)	100% (367)	
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members/employees from spreading rumors and speculation about the allegation.	1% (2)	1% (3)	1% (3)	5% (17)	3% (11)	39% (141)	51% (186)	100% (363)	
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	0% (1)	0% (1)	0% (0)	4% (14)	2% (9)	43% (155)	50% (182)	100% (362)	
If a coworker were to report a sexual assault, my chain of command/supervision would support the individual for speaking up.	1% (2)	0% (1)	1% (3)	4% (16)	4% (15)	40% (146)	50% (181)	100% (364)	

5 rows total

SAPR: Sexual Assault Retaliation Climate

In my work group, reporters of sexual assault would be...

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree	Total	
Excluded from social interactions or conversations.	44% (160)	37% (135)	2% (9)	10% (35)	2% (9)	2% (9)	1% (5)	100% (362)	
Subjected to insulting or disrespectful remarks or jokes.	50% (180)	38% (137)	2% (7)	7% (25)	1% (5)	1% (2)	0% (1)	100% (357)	
Blamed for causing problems.	50% (179)	36% (128)	3% (12)	9% (31)	2% (7)	1% (2)	0% (1)	100% (360)	
Denied career opportunities (e.g., denied training, awards or promotions).	49% (173)	37% (131)	1% (5)	10% (35)	2% (6)	1% (4)	0% (1)	100% (355)	
Disciplined or given other corrective action.	53% (193)	34% (121)	2% (9)	8% (29)	1% (2)	1% (5)	1% (2)	100% (361)	
Discouraged from moving forward with the complaint.	52% (186)	36% (130)	2% (9)	7% (27)	1% (3)	1% (4)	1% (2)	100% (361)	

6 rows total

Connectedness: Burdensomeness

This question is negatively worded. Agreement with this item indicates an unfavorable response.

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree	Total	
My future seems dark to me.	4% (14)	4% (16)	5% (17)	10% (39)	6% (22)	38% (140)	34% (125)	100% (373)	

Connectedness: Burdensomeness

This question is negatively worded. Agreement with this item indicates an unfavorable response.

Question	Very true for me	True for me	Somewhat true for me	Somewhat untrue for me	Untrue for me	Not at all true for me	Total	
These days, I think I am a burden on people in my life.	1% (5)	2% (6)	4% (15)	6% (22)	35% (130)	52% (195)	100% (373)	

Connectedness: Belongingness

Question	Not at all true for me	Untrue for me	Somewhat untrue for me	Somewhat true for me	True for me	Very true for me	Total	
These days, I feel like I belong.	2% (6)	5% (17)	5% (19)	24% (91)	44% (163)	21% (78)	100% (374)	
These days, I feel that there are people I can turn to in times of need.	1% (5)	3% (11)	1% (5)	19% (70)	44% (165)	32% (118)	100% (374)	

Index Reference

Use this table to find out more information about the visuals in this report.

Report	Visual	Index	Description	
Primary Climate Factor Results	Organizational Effectiveness	1.1	These factors help determine whether members support leadership in carrying out the organization's mission. Your unit's overall favorability ratings for Organizational Effectiveness are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.	
Primary Climate Factor Results	Equal Opportunity / Equal Employment Opportunity / Fair Treatment	1.2	These factors help identify those social, personal, or institutional barriers that prevent people from rising to their highest professional level. Your unit's overall favorability ratings for EO / EEO / Fair Treatments are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.	
Primary Climate Factor Results	Sexual Assault Prevention & Response	1.3	These factors help assess sexual assault response climate, prevention climate, and retaliation climate. Your unit's overall favorability ratings for Sexual Assault Prevention and Response are displayed in this graph. No data are displayed in cases where fewer than five people responded to the questions.	
Demographic Comparisons	Organizational Effectiveness	2.1	These factors help determine whether members support leadership in carrying out the organization's mission. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve organizational effectiveness in your unit.	
Demographic Comparisons	Equal Opportunity / Equal Employment Opportunity / Fair Treatment	2.2	These factors help identify those social, personal, or institutional barriers that prevent people from rising to their highest professional level. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve EO / EEO / fair treatment in your unit.	
Demographic Comparisons	Sexual Assault Prevention & Response	2.3	These factors help assess sexual assault response climate, prevention climate, and retaliation climate. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve sexual assault prevention and response in your unit.	
Demographic Comparisons	Connectedness	2.4	Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Your unit's overall favorability ratings are displayed in the first row. Demographic comparisons between favorability ratings are displayed in the subsequent rows. Refer to the "Primary Climate Factors" document in the QuickLinks menu of the online DEOCS reporting tool for more information on the color coding and resources to help improve connectedness in your organization.	
Secondary Climate Factor Results	Connectedness	2.5	Connectedness is defined as a frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Your unit's overall favorability rating of connectedness is displayed in this graph.	
Secondary Climate Factor Results	Sexual Assault Reporting Knowledge	2.6	Knowledge of sexual assault reporting was assessed by asking several questions about who can/cannot receive unrestricted reports and eligibility for a military attorney. This graph shows each item, worded as a true statement. The percentage of respondents who correctly endorsed the statement as being true are shown in green (i.e., "Correct"), the percentage who did not endorse the statement as being true are shown in yellow (i.e., "Incorrect"), and the percentage who indicated they did not know are shown in gray (i.e., "Don't know").	
Secondary Climate Factor Results	Unwanted Workplace Experiences	2.7	Respondents were asked whether, under their current senior leader and within the last 12 months, someone from their workplace did any of the following actions to them. Percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question or less than five men or women responded to a question.	
Secondary Climate Factor Results	Hazing	2.8	The definitions of hazing was obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015. Respondents were asked if individuals in their workplace are pressured to engage in any of the following acts as part of an initiation or admission process (without a proper military or other governmental purpose); the percentage who responded "yes" are displayed in this graph. No data are displayed if less than five people responded to a question.	
Secondary Climate Factor Results	Bullying	2.9	The definitions of bullying were obtained directly from the Deputy Secretary of Defense Memorandum, "Hazing and Bullying Prevention and Response in the Armed Forces," dated 23 December 2015. Respondents were asked if individuals in their workplace who are seen as "different" are targets of any of the following actions; the percentage who respondend "yes" are displayed in this graph. No data are displayed if less than five people responded to a question.	

12 rows total

FY20 COMMAND CLIMATE SURVEY RESULTS AND WAY-AHEAD

01 DEC 20



A circular medal with a red, white, and blue ribbon. The medal features three golden towers in the center. The text "ST. PAUL DISTRICT" is at the top, "MISSION VALUE PEOPLE" is at the bottom, and "For excellence" is below the towers.

MISSION
committed to successfully
deliver our program

VALUE
passionate about using our
expertise to serve others

PEOPLE
dedicated to our inspired
and professional workforce

DRIVEN to be a
WORLD-CLASS
DISTRICT
THAT DELIVERS
for our
Workforce, Partners,
Region, Enterprise,
and Nation
by **BUILDING STRONG**
and Taking Care of People!



US Army Corps
of Engineers®



BUILDING STRONG®



WHY WE'RE HERE

2



GEN (Ret) Martin Dempsey
Former Chairman of the Joint Chiefs of Staff

“The most important responsibility of leaders is to make their people feel like they belong. No matter how busy. No matter how many other priorities compete for their time. Especially when fear becomes part of everyday life.”

Challenge: *In the next hour – in the chat box, add one idea to enhance our overall work environment in the coming year...how can we boost the feeling of belonging in MVP?*



POST-CLIMATE SURVEY ACTIONS



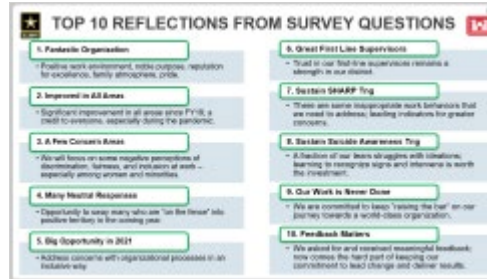
DEOMI Recommendations (Defense Equal Opportunity Management Institute)	MVP Approach
1. Share the results with members of your organization	✓ DPMAP mid-point discussions with Division Chiefs – OCT20 • Post overall unit report on EEO intranet site – 07DEC20 • Prepare and share an interpretive video – 18DEC20
2. Involve key leaders; let members know you are acting on their feedback	• Supervisory Development Program presentation – 02DEC20 • 2020 EEO “State of the Agency” Brief – 14DEC20 • FY21 DPMAP appraisals – APR21
3. If needed, establish an action team to develop and implement a plan for organizational improvement.	✓ FY20 Delivery AAR – OCT20 • Division Chief “Top 10 for 2021” action plans – 30NOV20 • Strategic Governance Meeting – 14JAN21 • Establish DEI Intranet Discussion Board – NLT JAN21 • Continue DEI Forum - Monthly • FY22 DPMAP performance plans – APR21
4. Conduct another climate survey to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.	• Initiate SEP21



AGENDA



Top 10 Reflections from Survey Questions



Looking Back: Commander's Top 10 Actions for 2020



Top 10 Reflections from Narrative Comments



Looking Ahead: Commanders Top 10 Actions for 2021



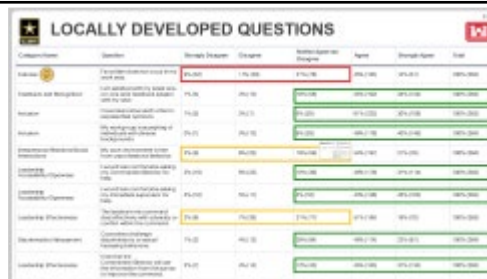
Primary Climate Factors



Division Chief's Top 10 Actions for 2021



Locally-Developed Questions



Leader Resources





TOP 10 REFLECTIONS FROM SURVEY QUESTIONS



1. Fantastic Organization

- Positive work environment, noble purpose, reputation for excellence, family atmosphere, pride.

2. Improved in All Areas

- Significant improvement in all areas since FY19; a credit to everyone, especially during the pandemic.

3. A Few Concern Areas

- We will focus on some negative perceptions of discrimination, fairness, and inclusion at work – especially among women and minorities.

4. Many Neutral Responses

- Opportunity to sway many who are “on the fence” into positive territory in the coming year.

5. Big Opportunity in 2021

- Address concerns with organizational processes in an inclusive way.

6. Great First Line Supervisors

- Trust in our first-line supervisors remains a strength in our district.

7. Sustain SHARP Tng

- There are some inappropriate work behaviors that we need to address; leading indicators for greater concerns.

8. Sustain Suicide Awareness Tng

- A fraction of our team struggles with ideations; learning to recognize signs and intervene is worth the investment.

9. Our Work is Never Done

- We are committed to keep “raising the bar” on our journey towards a world-class organization.

10. Feedback Matters

- We asked for and received meaningful feedback; now comes the hard part of keeping our commitment to lead change and deliver results.



TOP 10 REFLECTIONS FROM COMMENTS



1. Delivering the Program

- Follow-through with the Delivery AAR – strong interested to address processes, resourcing, and accountability.

2. Inappropriate Work Behaviors

- Clarify standards - while not rampant, they are leading indicators for greater problems.

3. Addressing Poor Performers

- Negative perceptions persists - strive to do the hard work rather than burdening high performers.

4. Awards and Recognition

- Value the power of these tools - conduct timely, authentic, creative and effective recognition.

5. Trust Building Behaviors

- Keep focusing on enhancing trust-building behaviors by Leveling-Up in 2021.

6. Communication

- Enhance communication of vision, priorities and goals; empower and deputize your teams to achieve them.

7. Emotional Intelligence

- Demonstrate we are listening and open to feedback; practice self-awareness and self-regulation.

8. Fairness and Favoritism

- Go out of our way to show we are using fair hiring practices; be careful with DHA

9. Performance Awards

- Getting better in this area, but some perceptions persist with transparency and consistency.

10. Office Move

- Press hard with communicating progress and addressing valid concerns (e.g. parking safety).



LOOKING BACK: COMMANDER'S TOP 10 FOR 2020



Leverage our LDP

- Meet with the LDP Group and empower them to help shape our FEVS action plan.

January Strategic Governance Meeting

- Evaluate our guiding principles, climate and culture; direct Division-level action plans; set District vision and future direction.

Supervisor Development Program

- Conduct monthly sessions with topics designed to enhance trust in leadership, senior leader effectiveness, and organizational processes.

DPMAP Performance Management

- Champion timely and effective counseling; Develop and implement a DPMAP rating guide.

Delivery AAR Follow-Through

- Push hard to implement process and behavior changes identified during the FY19 Delivery AAR.

“Level-Up” in 2020

- Promote engagement, connectedness and trust-building behaviors by challenging our senior leaders to intentionally strive to “level-up”

District Governance

- Refine / optimize the productivity and value of our governance system...committees, charters, and work plans

Effective Communications

- Utilize more frequent, creative, multi-echelon, multi-mode communication techniques.

Listen

- Circulate and engage with our office and field staff. Conduct a range of small-group town halls.

Lead by Example

- Model positive leadership behaviors and follow-through, follow-through, follow-through..



LOOKING AHEAD: COMMANDER'S TOP 10 FOR 2021



Division / Branch-Level Action Plans

- Require the development of division / branch-level plans; integrate into DPMAP performance management.

Supervisor Development Program

- Continue / build-upon the success of the 2020 program; expand focus for supporting and developing new supervisors.

Guiding Principles

- Continue to promote our guiding principles in a variety of settings and through our recognition programs.

DPMAP Performance Management

- Continue to promote clear, accountable, outcomes-based DPMAP performance management.

Enhance Delivery Processes

- Champion actions identified in the FY20 Delivery AAR; Support MVP LOE#4 regarding PDBP excellence; enforce the MVD scheduling tenets.

“Level-Up” in 2020

- Continue the “Level-Up” campaign to promote and inspire trust-building leader behaviors, engagement and connectedness.

District Governance

- Continue re-tooling our governance system by establishing committee charters and annual work plans.

Effective Communications

- Maintain / expand organizational communications - frequent, creative, multi-echelon, multi-mode communication techniques.

Seek to Understand

- Establish an open forum discussion board to understand perceptions related to discrimination, fairness, inclusion and other climate-related areas.

Model EEO Program

- Champion our FY21 EEO / Program / DEI Goals
- Establish a SAPR Victim Advocate
- Convey SA Reporting Procedures
- Publish Anti-Harassment Policy



FY20 COMMAND CLIMATE SURVEY

Participation:

FY19 255 of 625 = 41%

FY20 374 of 711 = **53% +12%**



9

As a district, we experienced a boost across all primary factors

Organizational Effectiveness



	FY19	FY20	Change
Commitment	78%	82%	+4%
Senior Leadership	65%	81%	+16%
Organization Performance	75%	87%	+12%
Group Cohesion	71%	82%	+11%
Trust in Leadership	76%	87%	+11%
Job Satisfaction	77%	85%	+12%
Organizational Processes	60%	73%	+13%
Engagement	84%	88%	+4%
Inclusion	70%	79%	+9%
Discrimination	73%	79%	+6%
Sexual Harassment	77%	81%	+4%
Sexual Harassment Retaliation Climate	79%	89%	+10%
Sexual Assault Response Climate	88%	95%	+7%
Sexual Assault Retaliation Climate	79%	88%	+9%
Sexual Assault Prevention Climate	81%	84%	+3%



EEO / Fair Treatment

Sexual Assault Prevention and Response





DIVISION CHIEF'S "TOP 10 FOR 2021"



**DPM;
Programs and
Project
Management
Division**

PPMD 2021 ORGANIZATIONAL CLIMATE FOCUS

	FY20 28 participants 75%	2021 Fiscal ARs (300K or \$)
Organizational Effectiveness		
Commitment	81%	
Senior Leadership	89%	
Operational Effectiveness	80%	■
Group Cohesion	77%	■
Trust in Leadership	81%	
Job Satisfaction	81%	
Organizational Processes	81%	■
Engagement	80%	
EO / Fair Treatment		
Inclusion	79%	■
Discrimination	75%	
Neural Assessment	79%	
Resilience Climate	85%	

2020 Reflections / Assessment

- All areas trended up since last year
- First-line supervisor effectiveness is a strength
- Perceptions of discrimination is a concern

DPM "Top 10 for 2021"

- Implement recommendations from the Delivery AAR
- Focus on project delivery by reinvigorating PDMP across the District
- Improve project communication with an emphasis on a "Telework environment"
- Develop better performance accountability measures – recognize great performance
- Develop a functional and professional workspace in the new office location – reduce the move related stress and anxiety
- Work with the external chain in identifying resources to help with diversity and inclusion
- Improve internal PMMD communications –
- Consider actions to understand discrimination perceptions
- Be innovative in developing team-building activities in a pandemic environment
- Plan for the District organization post PMMD – keep the talent



**Regulatory
Division**

REGULATORY DIVISION 2021 ORGANIZATIONAL CLIMATE FOCUS

	FY20 49 participants 75%	2021 Fiscal ARs (300K or \$)
Organizational Effectiveness		
Commitment	72%	+3
Senior Leadership	77%	■
Operational Effectiveness	82%	+11
Group Cohesion	68%	+5
Trust in Leadership	77%	+1
Job Satisfaction	67%	+11
Organizational Processes	69%	+30
Engagement	72%	-2
EO / Fair Treatment		
Inclusion	69%	+5
Discrimination	78%	
Neural Assessment	88%	
Resilience Climate	94%	

2020 Reflections / Assessment

- Most areas trended up since last year
- Improvement, but more work to do on cohesion, inclusion, and engagement
- Trust in supervisors is a strength
- Investment in process improvement is paying off – vision to do
- Need to know more about what drives job satisfaction

Division Chief "Top 10 for 2021"

- Identify novel ways to improve sense of belonging, team-building
- Make recognition routine, continue and expand recent efforts
- Double-down on success of DEI efforts
- Identify relevant training for ALL positions
- Increase leadership contribution of senior / division / priorities
- Continue / increase bottom-up process improvements
- Continue to utilize polling and 1-on-1 to learn more about job satisfaction
- Conduct next recurring all-staff meeting exercises to gauge progress and chart direction
- Increase awareness of consequences of inappropriate jokes, innuendos, and discussion topics in the workplace
- Implement CA Plan to facilitate increased decision-making delegation



**Engineering
and
Construction
Division**

E&C 2021 ORGANIZATIONAL CLIMATE FOCUS

	FY20 820 24 ea. 66%	FY20 800 24 ea. 66%	FY20 804 15 ea. 71%	FY20 814 30 ea. 76%	2021 Fiscal ARs (300K or \$)
Organizational Effectiveness					
Commitment	81%	81%	81%	86%	
Senior Leadership	80%	86%	77%	92%	■
Operational Effectiveness	80%	87%	98%	92%	
Group Cohesion	80%	80%	91%	92%	
Trust in Leadership	81%	90%	100%	100%	
Job Satisfaction	80%	82%	98%	98%	
Organizational Processes	79%	81%	77%	98%	■
Engagement	80%	86%	98%	95%	
EO / Fair Treatment					
Inclusion	80%	81%	91%	98%	■
Discrimination	80%	77%	91%	98%	■
Neural Assessment	81%	81%	88%	88%	■
Resilience Climate	80%	81%	95%	95%	

2020 Reflections / Assessment

- All areas trended up since last year
- Results need additional analysis (e.g., 100% response rate in EO)
- First-line supervisor effectiveness is a strength
- Perceptions of discrimination may be a concern
- Engagement activities are making a difference

Division Chief "Top 10 for 2021"

- Evaluate ongoing actions pertaining to improving communication
- Implement actions related to FY20 Delivery AAR focus areas
- Continue refinement of PMMP elements
- Continue actions to show appreciation/recognition to team members
- Maintain emphasis on SHARP and ECHO-Plan training in a pandemic environment
- Communicate rationale for upcoming organizational changes
- Sustain participation in SDG and Level-up activities
- Develop actions to implement bottom-up process improvement initiatives
- Improve selected organizational processes and procedures (e.g., PM reports, project closeout)
- Sustain and continue methods for diverse hiring practices



RPED-N

RPEDN 2021 ORGANIZATIONAL CLIMATE FOCUS

	FY20 23 participants 75%	FY20 20 ea. 70%	2021 Fiscal ARs
Organizational Effectiveness			
Commitment	90%	81%	■
Senior Leadership	90%	81%	■
Operational Effectiveness	90%	98%	
Group Cohesion	90%	88%	
Trust in Leadership	90%	81%	
Job Satisfaction	92%	81%	
Organizational Processes	88%	77%	■
Engagement	90%	81%	■
EO / Fair Treatment			
Inclusion	88%	79%	
Discrimination	78%	77%	■
Neural Assessment	94%	70%	■
Resilience Climate	92%	79%	

2020 Reflections / Assessment

- All areas trended up since last year
- Results need additional analysis (e.g., 100% response rate in EO)
- First-line supervisor effectiveness is a strength
- Perceptions of discrimination and sexual harassment are concerns

Division Chief "Top 10 for 2021"

- Continue to develop All Hands safe as by design feedback/learning forum
- Engage staff in organizational process improvement efforts – in developing, then focused efforts
- Group Cohesion: Coach Sector Chiefs on poor performance accountability, Communicate SDG survey feedback actions
- Use monthly supervisor trips to develop continuous staff appreciation / recognition processes (RPEDN ERM, etc.) Tie to SDG?
- Hold Focus Group sessions to better understand discrimination and fairness perceptions (separate and cross-location discussions)
- Supervisors: Reinforce emphasis on expenditures regarding jokes, innuendos, inappropriate discussion topics in the workplace – increased staff messaging
- Assign Planning Liaisons to define actions to encourage, monitor, and implement bottom-up process improvement initiatives (e.g., SDG)
- Use All-Hands trips to encourage/encourage team-building activities in a pandemic environment
- Continue to support staff involvement in Resilience GW, CAP delegation and other program efficiency initiatives
- Clearly and frequently articulate expectations, goals, positive – increased engagement = increased retention



**Operations
Division**

OPERATIONS DIVISION 2021 ORGANIZATIONAL CLIMATE FOCUS

	FY20 20 ea. 66%	FY20 20 ea. 66%	FY20 20 ea. 66%	FY20 20 ea. 66%	2021 Fiscal ARs (300K or \$)
Organizational Effectiveness					
Commitment	70%	69%	84%	97%	
Senior Leadership	82%	80%	84%	97%	■
Operational Effectiveness	81%	74%	87%	90%	
Group Cohesion	81%	80%	88%	79%	
Trust in Leadership	80%	71%	87%	97%	
Job Satisfaction	80%	87%	87%	97%	
Organizational Processes	79%	87%	79%	84%	■
Engagement	81%	89%	97%	88%	
EO / Fair Treatment					
Inclusion	80%	81%	88%	75%	■
Discrimination	81%	81%	87%	68%	
Neural Assessment	77%	81%	98%	38%	■
Resilience Climate	81%	81%	97%	88%	

2020 Reflections / Assessment

- All but one area trended up since last year
- Significant improvement in Leadership area
- Concern in area of sexual harassment

Division Chief "Top 10 for 2021"

- Continue to increase and diversify communication with and among the field sites
- Support changes to improve project delivery
- Ensure that SHARP and GEO training is appropriately scheduled, meaningful and effective
- Place greater emphasis on explaining "why" when changes are made
- Continue to emphasize workplace safety and reward actions to reduce risk and improve our procedures
- Identify potential barriers to Diversity, Equity, and Inclusion
- Increase delegation and empowerment among work units
- Increase and promote employee/leader development opportunities
- Ensure that each work unit has strategic short and long term goals
- Continue to ensure equity in hiring and disciplinary actions



**Support Staff,
Real Estate,
and
Enterprise
Staff**

SUPPORT STAFF 2021 ORGANIZATIONAL CLIMATE FOCUS

	FY20 10 ea. 66%	FY20 10 ea. 66%	2021 Fiscal ARs (300K or \$)
Organizational Effectiveness			
Commitment	80%	88%	
Senior Leadership	87%	91%	
Operational Effectiveness	88%	88%	
Group Cohesion	89%	85%	
Trust in Leadership	90%	88%	
Job Satisfaction	90%	88%	
Organizational Processes	100%	81%	■
Engagement	91%	85%	
EO / Fair Treatment			
Inclusion	88%	76%	■
Discrimination	81%	81%	■
Neural Assessment	80%	88%	■
Resilience Climate	80%	89%	■

2020 Reflections / Assessment

- Very positive responses in most areas with a couple of areas to improve on
- Discrimination and harassment concerns must be addressed
- Trust in Leadership and job satisfaction is a major strength
- Perceptions of fairness with discipline is an issue


Deputy "Top 10 for 2021"

- Address jokes, innuendos, and inappropriate discussion topics in workplace
- Create an environment where members feel comfortable informing leadership of discrimination and harassment
- Continue to take actions to advance Diversity, Equity, and Inclusion throughout the organization, which is by design, but this can be overdone by continuing to take actions
- Conduct sessions to better understand discrimination perceptions
- Monthly "All Hands" calls were seen as positive, so we will continue them
- Encourage bottom-up process improvement initiatives
- Continue to hold poor performers accountable. Every action is not taken throughout the organization, which is by design, but this can be overdone by continuing to take actions
- Conduct more team-building activities in a pandemic environment
- Continue to sustain improvement in the area of recognition of employees
- Continue working on hiring outreach to increase applicant pool



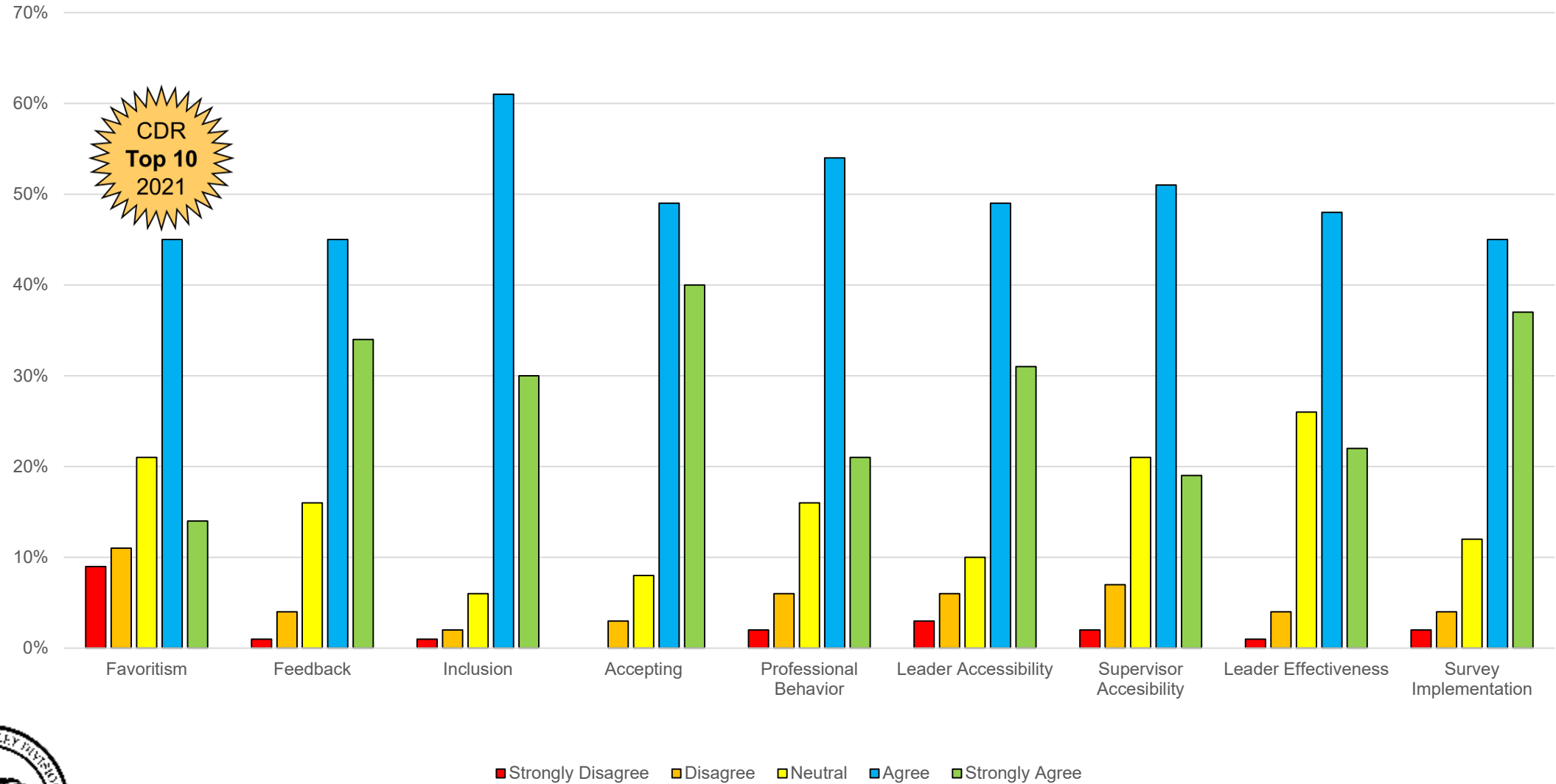
LOCALLY DEVELOPED QUESTIONS



Category Name	Question	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Fairness 	Favoritism does not occur in my work area.	9% (32)	11% (39)	21% (78)	45% (164)	14% (51)	100% (364)
Feedback and Recognition	I am satisfied with my latest one-on-one rater feedback session with my rater.	1% (5)	4% (15)	16% (58)	45% (162)	34% (124)	100% (364)
Inclusion	Coworkers allow each other to express their opinions.	1% (5)	2% (7)	6% (20)	61% (223)	30% (108)	100% (363)
Inclusion	My workgroup is accepting of individuals with diverse backgrounds.	0% (1)	3% (10)	8% (28)	49% (179)	40% (146)	100% (364)
Interpersonal Relations/Social Interactions	My work environment is free from unprofessional behavior.	2% (9)	6% (23)	16% (59)	54% (197)	21% (76)	100% (364)
Leadership Accessibility/Openness	I would feel comfortable asking my Commander/Director for help.	3% (10)	6% (23)	10% (36)	49% (179)	31% (114)	100% (362)
Leadership Accessibility/Openness	I would feel comfortable asking my immediate supervisor for help.	3% (10)	5% (17)	4% (16)	43% (158)	45% (163)	100% (364)
Leadership Effectiveness	The leaders in my command deal effectively with adversity or conflict within the command.	2% (6)	7% (26)	21% (77)	51% (184)	19% (70)	100% (363)
Discrimination/Harassment	Coworkers challenge discriminatory or sexual harassing behaviors.	1% (2)	4% (13)	26% (94)	48% (174)	22% (81)	100% (364)
Leadership Effectiveness	I feel that the Commander/Director will use the information from this survey to improve the command.	2% (7)	4% (14)	12% (43)	45% (165)	37% (134)	100% (363)



LOCALLY-DEVELOPED QUESTIONS



BUILDING STRONG®



ORGANIZATIONAL EFFECTIVENESS



Category	Commitment	Senior Leadership	Organization Performance	Group Cohesion	Trust in Leadership	Job Satisfaction	Organization Process	Engagement
Overall	82%	81%	87%	82%	87%	85%	73%	88%
Majority	83%	82%	88%	82%	87%	85%	74%	88%
Minority	82%	84%	79%	79%	87%	86%	77%	88%
Women	87%	88%	93%	87%	90%	91%	73%	91%
Men	80%	79%	85%	80%	86%	82%	73%	86%
Officer	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Junior Officer	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Senior Officer	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Military	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Civilian	-99%	-99%	-99%	-99%	-99%	-99%	-99%	-99%
Junior Civilian	83%	85%	88%	82%	88%	83%	73%	86%
Senior Civilian	92%	86%	96%	90%	96%	93%	83%	94%
Non-Supervisor	81%	80%	86%	80%	86%	83%	70%	86%
Supervisor	90%	87%	96%	91%	95%	93%	84%	96%

Our senior civilians and supervisors feel we have stronger processes compared to the rest of the organization



EQUAL OPPORTUNITY / EQUAL EMPLOYMENT OPPORTUNITY / FAIR TREATMENT

Category	Inclusion	Discrimination	Sexual Harassment	Sexual Harassment Retaliation Climate
Overall	79%	79%	81%	88%
Majority	80%	80%	81%	88%
Minority	76%	64%	78%	91%
Women	80%	71%	79%	83%
Men	78%	83%	82%	91%
Officer	-99%	-99%	-99%	-99%
Junior Officer	-99%	-99%	-99%	-99%
Senior Officer	-99%	-99%	-99%	-99%
Military	-99%	-99%	-99%	-99%
Civilian	-99%	-99%	-99%	-99%
Junior Civilian	79%	77%	78%	87%
Senior Civilian	91%	85%	90%	96%
Non-Supervisor	77%	77%	79%	87%
Supervisor	89%	87%	89%	94%

Significant disparity in perceptions
between junior / senior civilians and
supervisors / non-supervisors

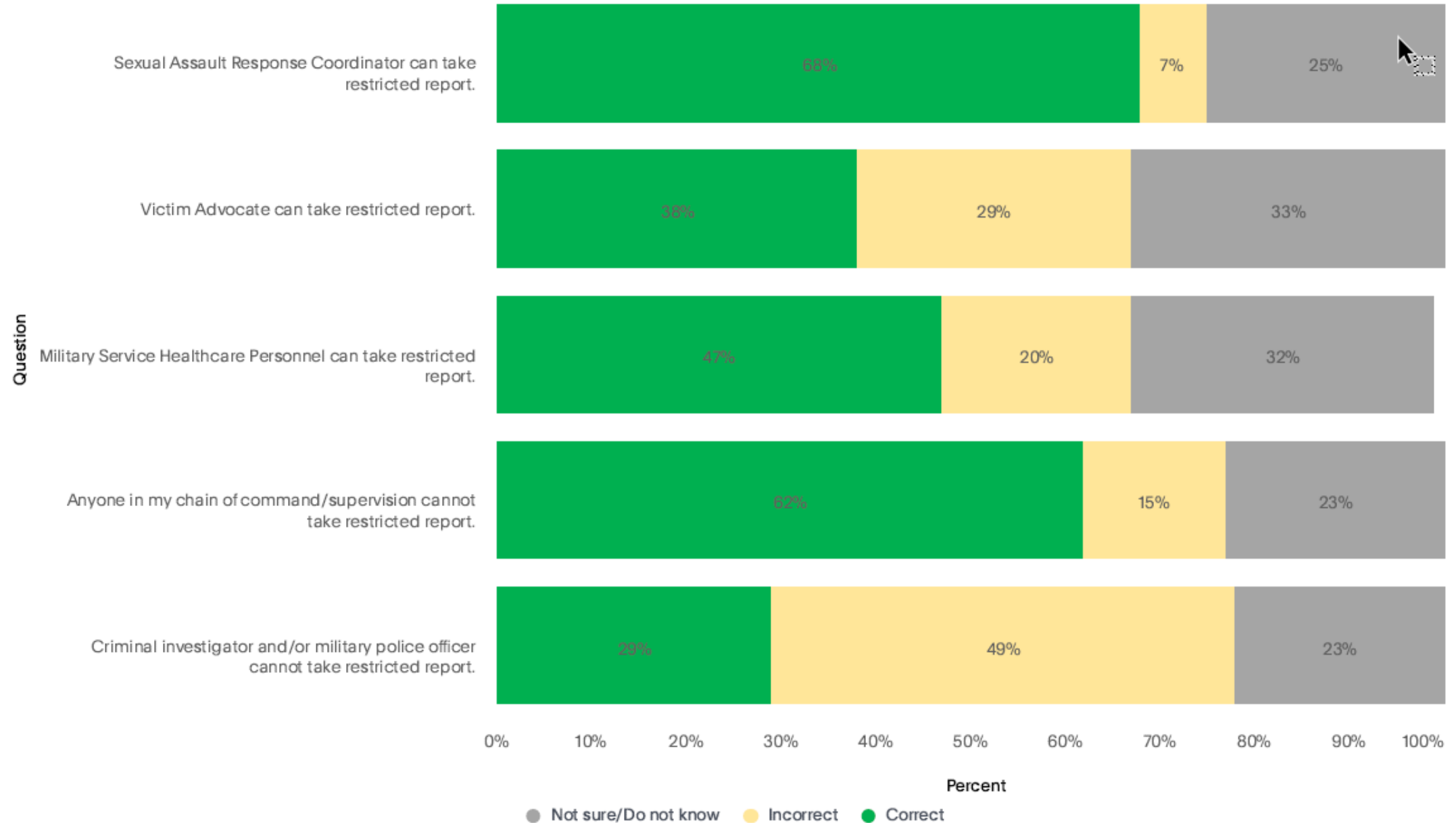


SEXUAL ASSAULT PREVENTION & RESPONSE

Category	Sexual Assault Prevention Climate	Sexual Assault Response Climate	Sexual Assault Retaliation Climate
Overall	84%	95%	88%
Majority	85%	95%	88%
Minority	81%	94%	86%
Women	84%	94%	86%
Men	86%	95%	90%
Officer	-99%	-99%	-99%
Junior Officer	-99%	-99%	-99%
Senior Officer	-99%	-99%	-99%
Military	-99%	-99%	-99%
Civilian	-99%	-99%	-99%
Junior Civilian	85%	94%	88%
Senior Civilian	90%	99%	96%
Non-Supervisor	84%	94%	87%
Supervisor	88%	99%	95%



SEXUAL ASSAULT REPORTING KNOWLEDGE





COMMITMENT

Emotional attachment to, identification with, and involvement of military members or employees to their units, characterized by a strong desire to maintain membership within the unit.

17



Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I feel like "part of the family" in this workgroup.	2% (7)	3% (11)	4% (16)	8% (28)	7% (63)	45% (166)	22% (82)
This workgroup has a great deal of personal meaning to me.	1% (5)	3% (13)	3% (10)	11% (41)	9% (70)	40% (148)	23% (87)
I feel a strong sense of belonging to this workgroup.	2% (9)	3% (10)	5% (18)	8% (31)	9% (72)	42% (155)	21% (78)

Strategies

CDR's Assessment:

Overall, we are doing excellent in this area; about 80% agree, 10% neutral, and 10% disagree. Those who disagree primarily come from two work units in the district; their leadership are aware of these trends and continue to promote several of the recommended improvement strategies.

Establish positive work experiences to maintain high levels of commitment including:

- Share survey results with unit members to promote trust and openness among unit members.
- Offer training and development opportunities when appropriate.
- Create informal recognition programs where unit members can be commended for their work.
- Create mentoring programs that allow subordinates and senior officers to learn from each other.
- Organize organization luncheons and activities that create positive experiences.
- When possible, be flexible on issues concerning family and personal matters.

Lead in a way that promotes commitment.

- Implement policies and activities that increase organizational support.
- Clearly communicate goals and expectations of work tasks.
- Trust unit members to complete the tasks assigned; recognize their accomplishments.
- Provide continuous feedback for learning purposes.
- Empower individuals to solve problems themselves and provide guidance when needed.
- Let unit members know that creativity and innovation is valued and if there is a better way to do something then they should speak up.
- Allow unit members to be involved in the decision making processes when possible.
- Conduct trust-building exercises between leaders and subordinates.
- Avoid implementing policies without seeking feedback from unit members.
- Demonstrate your commitment to the mission and values that you want your subordinates to display.

Create environments that decrease role ambiguity and role conflict.

- Let personnel know your expectations and clearly communicate your expectations in writing.
- Make sure all subordinates know their roles in the unit.
- When interpersonal conflict arises, address the situation as soon as possible.
- Conduct exit interviews and monitor turnover rates and create strategies to improve the climate.



SENIOR LEADERSHIP

The perception that the organization's senior leader demonstrates concern for the well-being of his or her organization's military members or employees and provides clear communication of the organization's goals, direction, and vision.



Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My senior leader puts processes in place to facilitate the sharing of information throughout the organization.	2% (9)	3% (11)	4% (14)	6% (21)	3% (50)	48% (180)	24% (89)
My senior leader clarifies our organization's goals and priorities.	2% (8)	2% (7)	5% (18)	6% (23)	3% (50)	45% (169)	26% (99)
My senior leader communicates a clear vision for the future.	3% (10)	2% (9)	6% (21)	9% (33)	20% (76)	38% (140)	22% (83)
My senior leader listens to the concerns of the organization's military members/employees.	3% (11)	3% (11)	3% (10)	16% (61)	2% (44)	38% (142)	25% (93)

Strategies

Establish clarity and transparency in lines of communication.

- Develop effective communication that encourages open discussion.
- Ensure leaders' expectations and objectives are clearly expressed.
- Make it well known that you are available for individual meetings.
- Provide an organizational chart/chain of command list detailing senior leader's contact information, policies, vision, priorities, etc.

Provide feedback and performance appraisal frequently.

- Communicate task-related information (e.g., explaining policy or procedural changes) as well as career-related information (e.g., additional developmental opportunities and career advice).
- Establish clear and specific goals for individuals and units.
- Provide feedback regularly especially after significant events (training, deployments, etc.) as a way to develop team processes.

Communicate a clear vision.

- Project yourself to be consistent with the organizational values.
- Develop a strong knowledge base to communicate from a credible and educated position.
- Discuss core values at regularly scheduled meetings.
- Post the mission/vision statement in a visible or high-traffic area to serve as a daily reminder to leaders and personnel.

Demonstrate loyalty, respect, and compassion toward personnel.

- Listen to the members' concerns; implement the suggested changes when possible.
- Establish strong collaborative relationships.
- Address individual members, do not just focus on group-level issues.
- Demonstrate true concern for members' well-being.
- Be flexible on issues concerning family and personal matters.
- Make personal connections with individuals (remember details about their lives, families and interests).

CDR's Assessment:

- Overall, we are doing excellent in this area; about 80% agree, 10% neutral, and 10% disagree.
- Those who disagree primarily come from two work units in the district; their leadership are aware of these trends and continue to promote several of the recommended improvement strategies.

Routine communication and effective Performance Management (DPMAP) is one of our most useful tools.





CDR
Top 10
2021

ORGANIZATIONAL PERFORMANCE

The perception that the organization operates well to accomplish goals and deliver high-quality output when pressured by demanding deadlines.

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	2% (7)	2% (6)	2% (8)	4% (15)	11% (42)	47% (174)	32% (121)
My organization's performance, compared to similar organizations, is high.	1% (4)	2% (8)	2% (6)	9% (35)	10% (37)	42% (158)	34% (126)
My organization makes good use of available resources to accomplish its mission.	2% (6)	5% (18)	4% (15)	4% (14)	12% (45)	52% (196)	21% (80)

Strategies

Implement policies, programs, and activities to improve perceptions of organizational commitment.

- Be prepared! Do NOT sit and wait for a problem to arise.
- Establish programs to address a wide variety of concerns, such as:
 - Human relations problems: victim advocacy, mental health, EO/EEO related issues, and promoting awareness of social issues through monthly observances
 - Family and personal concerns: financial planning and relocation services
 - Personnel development: mentoring, leadership training, informal recognition and rewards for performance (e.g., quarterly, annual)
- Promote awareness of programs to increase the likelihood personnel will take advantage of them.
- Organize activities (e.g., Pot-lucks, team luncheons, bowling or movie nights, etc.) to improve morale and create positive feelings amongst members.

Establish clarity and transparency in lines of communication to enhance perceptions of fairness in decision-making processes, including decisions related to rewards and punishments.

- Clarify expectations and policies in onboarding new members, including performance standards and consequences of negative behaviors.
- Reiterate the rules, policies, and disciplinary actions that will follow after inappropriate behaviors.
- Recognize outstanding performers who contributed to project, team, or and ensure rewards are distributed fairly.
- Specify how individuals may have hindered organizational goals or acted inconsistently with values by highlighting actions/behaviors.
- Communicate organizational goals and priorities clearly and frequently.
- Communicate a clear vision to stimulate interest in organizational goals and motivate personnel toward achieving them.

Apply policy and procedures consistently and fairly.

- Develop materials to aid with decision-making processes, such as performance review rating scales and SOPs for disciplinary actions.
- Demonstrate that everyone is treated equally in procedures and in disciplinary actions.
- Communicate the steps involved in leaders' decisions (including rewards and punishments).
- Review all available information before making decisions.
- Follow up on each report/complaint of inappropriate behavior.

CDR's Assessment:

Our Guiding Principles drive our success in this area.



Following through on our Delivery AAR is the way we'll influence 'neutral' responses and address numerous narrative comments related to process improvement, resource synchronization, realistic schedules, and meeting milestones.

Arguably, our performance starts by knowing and following the PDBP and MVD Scheduling Tenets.



CDR
Top 10
2021

CDR
Top 10
2021

CDR
Top 10
2021



CDR
Top 10
2021

MVD Regional Scheduling Tenets

Implemented 2009 -- Reviewed January 2020 with no changes recommended

Schedule Development

- ✓ Schedule development must begin with the PM and PDT, including representatives of Programs and the sponsor/ customer.
- ✓ PDTs must be involved in assessing risks and developing risk informed schedules and cost estimates. PDT members are the link back to resource providers.
- ✓ Risks must be identified and addressed when developing project schedules and cost estimates to make them aggressive, yet realistic and achievable.
- ✓ Schedules must be consistent with program guidance and will be adjusted based on actual allocations during each execution year.
- ✓ Include appropriate leading indicators as local milestones (submit agreement, submit draft report, RTA, & construction completion)

Corporate Vetting and Buy-In

- ✓ Schedules must be **corporate**, including vertical team coordination for appropriate milestones. PMs and PDTs co-own the schedule with the vertical team.
- ✓ Resource providers must **take ownership** of their contribution and commit to project schedules and budgets. Their experience, knowledge of risks, and visibility of the aggregate requirements of their resources is paramount to success.
- ✓ Prioritize project activities and recognize risk for lower priority activities. Prioritization will include work for other districts.
- ✓ A cross-functional group must review schedules to assure that HQ identified milestones are included, that projected obligations align with the milestones, and to ensure aggressive yet achievable schedules that are based on a realistic assessment of project risks.
- ✓ Emphasize accountability for schedules to entire staff.
- ✓ District **PRB must endorse** schedules & budgets which are also synched with the overall acquisition strategy at lock-ins & with monthly reviews of changes.
- ✓ Regional PRB's must endorse "high risk" milestones prior to lock-in.

HIGH QUALITY SCHEDULE = HIGH EXECUTION PERFORMANCE



BUILDING STRONG®



GROUP COHESION

A dynamic process that is reflected in the tendency for a group to stick together within your immediate workplace and remain united in the pursuit of its objectives and/or for the satisfaction of participants' interpersonal needs.



Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My workgroup is united in trying to reach its goals for performance.	2% (6)	3% (12)	2% (9)	7% (28)	13% (48)	48% (179)	25% (92)
We all take responsibility for the performance of the workgroup.	3% (11)	4% (16)	5% (17)	7% (26)	14% (51)	45% (166)	23% (86)
If members of our workgroup have problems in the workplace, everyone wants to help them so we can get back on task.	2% (8)	4% (14)	5% (19)	10% (39)	14% (54)	46% (173)	18% (66)

CDR's Assessment:

Overall, we are doing excellent in this area; about 80% agree, 10% neutral, and 10% disagree. Those who disagree primarily come from two work units in the district; their leadership are aware of these trends and continue to promote several of the recommended improvement strategies.

Strategies

Address relationship conflict (*conflict that occurs due to personality clashes or emotionally charged interactions and results in damage to employee relationships*) quickly to promote Group Cohesion while encouraging discussion of job task conflict (*disagreement about how to complete a task*).

- Encourage discussion among members who disagree on how to best complete tasks.
- Approach task conflict between members to find alternative methods that improve work quality.
- Encourage open dialogue to members who display relationship conflict in order to improve cohesion.
- Higher ranking unit members may benefit more from task conflict and seeking alternative solutions than lower level members.

Include group members in developing and enforcing goals and norms to increase cohesion.

- Create realistic goals as a team with clear outcomes and timelines.
- Facilitate the creation of team goals to increase long term cohesion and group effectiveness.
- Demonstrate your commitment to establish a climate that promotes helping behaviors by taking an active role with work tasks.
- Display ethical leadership with honesty, transparency, and empathy to show members they are valued.
- Have team building events to increase cohesion.

Share information with unit members to increase trust and cohesion among members.

- Inform members about workplace events and upcoming tasks to increase trust and communication.
- Encourage the flow of information between members to strengthen relationships and increase cohesion.

Hold a strong stance against abusive behaviors in a unit.

- Discourage inappropriate behaviors to increase the ability to function in an effective manner and improve trust in leadership.
- Discourage hazing and bullying behaviors by providing a means to anonymously report incidents.



TRUST IN LEADERSHIP

The expectation that a leader will act in your organization's best interest that he or she will follow through with actions which affect the outcomes of others, and that he or she will act in a fair and equitable manner.

22



Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I can rely on my immediate supervisor to act in my organization's best interest.	2% (6)	3% (11)	2% (9)	4% (16)	6% (23)	40% (151)	42% (158)
My immediate supervisor follows through with commitments he or she makes.	3% (10)	2% (9)	3% (12)	5% (18)	10% (39)	42% (157)	34% (129)
I feel comfortable sharing my work difficulties with my immediate supervisor.	3% (12)	5% (18)	6% (21)	3% (13)	10% (37)	44% (164)	29% (108)
My immediate supervisor treats me fairly.	2% (9)	2% (6)	3% (10)	4% (14)	6% (21)	38% (142)	46% (172)

Strategies

Establish clarity and transparency in lines of communication.

- Encouraging open dialogue between supervisors and subordinates.
- Discuss milestones achieved on a regular basis.
- Get out of your office and visit subordinates.
- Talk to members of your organization on a regular basis; keep members informed; admit when you are wrong.
- Improve flow of information between immediate supervisors and subordinates by requesting feedback.
- Communicate positive and negative assessments/results.
- Hold counseling sessions for professional growth.

Mentor mid-level leaders to perform their duties and responsibilities efficiently.


- Direct immediate supervisors to attend personal and professional development training.
- Observe and participate in training events to enhance commitment and organizational performance.
- Make the first move to create mutual respect between personnel.
 - Set clear priorities and goals.
 - Lead from the front. Demonstrate the action you wish for them to achieve.
 - Share hardship when things get tough.
 - Recognize member's achievements publicly through awards and recognition.
 - Hold members accountable by delivering punishments equally and appropriately.
- Be consistent and firm with suspenses and policies.
- Work with immediate supervisors to train and develop their subordinates properly.
- Provide leaders autonomy to work and lead in their own style where possible.

Educate leaders to learn what style of leadership is appropriate for various situations.

- Understand personnel needs in stressful environments.
- Make personal connections with individuals by remembering details about their personal lives, families and interests.
- Apply a supportive style of leadership to remove barriers for personnel.

CDR's Assessment:

- Overall, we are doing excellent in this area; about 90% agree, 5% neutral, and 5% disagree.
- First-line supervisor effectiveness remains a top strength.

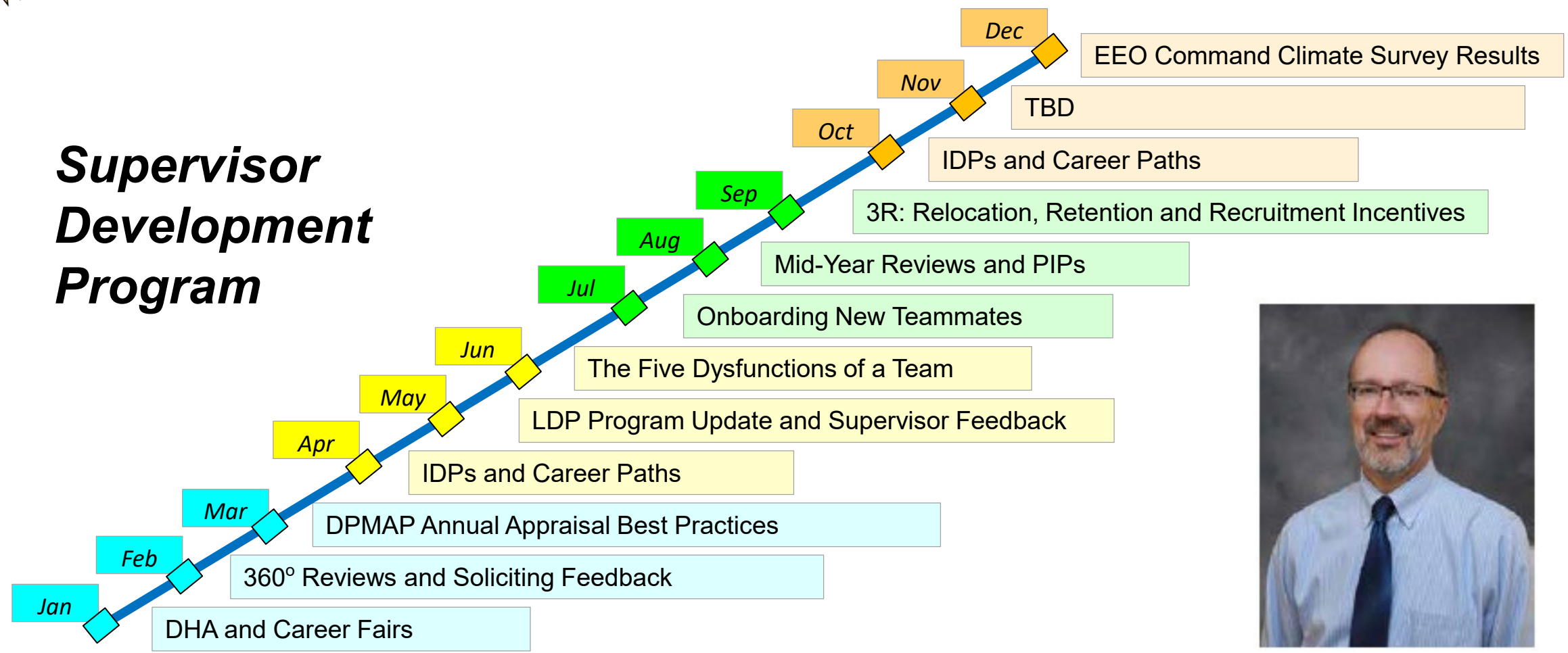
 We continue to promote developing trust-building activities and investing in our Supervisor Development Program.



MVP BEST PRACTICE (SUPERVISOR TRAINING)



Supervisor Development Program



Terry Birkenstock
Chief, RPEDN
SDP Coordinator





THE 13 BEHAVIORS OF A HIGH TRUST LEADER

Stephen M.R. Covey

1. Talk Straight

Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people nor distort facts. Don't spin the truth. Don't leave false impressions.

2. Demonstrate Concern

Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be "efficient" with people.

3. Create Transparency

Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of, "What you see is what you get." Don't have hidden agendas. Don't hide information.

4. Right Wrongs

Make things right when you're wrong. Apologize quickly. Make restitution where possible. Practice "service recoveries." Demonstrate personal humility. Don't cover things up. Don't let personal pride get in the way of doing the right thing.

5. Show Loyalty

Give credit to others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't badmouth others behind their backs. Don't disclose others' private information.

6. Deliver Results

Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and underdeliver. Don't make excuses for not delivering.

7. Get Better

Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems - both formal and informal. Act upon the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.

8. Confront Reality

Take issues head on, even the "undiscussables." Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. Don't skirt the real issues. Don't bury your head in the sand. Confront the reality, not the person.

9. Clarify Expectations

Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.

10. Practice Accountability

Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing - and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.

11. Listen First

Listen before you speak. Understand. Diagnose. Listen with your ears...and your eyes and heart. Find out what the most important behaviors are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers - or all the questions.

12. Keep Commitments

Say what you're going to do. Then do what you say you're going to do. Make commitments carefully and keep them at all costs. Keep commitments the symbol of your honor. Don't break confidences. Don't attempt to "PR" your way out of a commitment you've broken.

13. Extend Trust

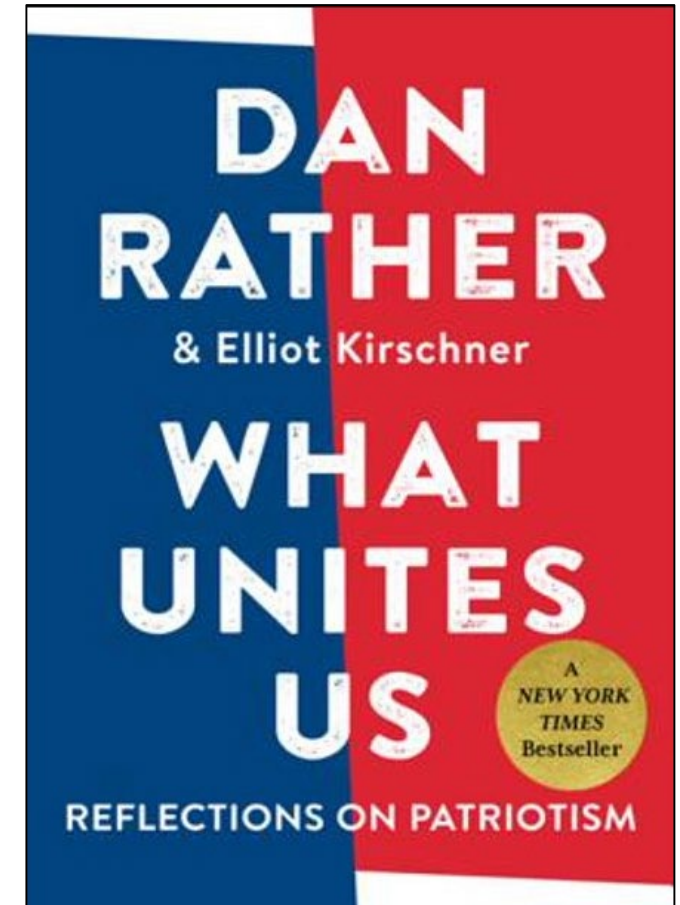
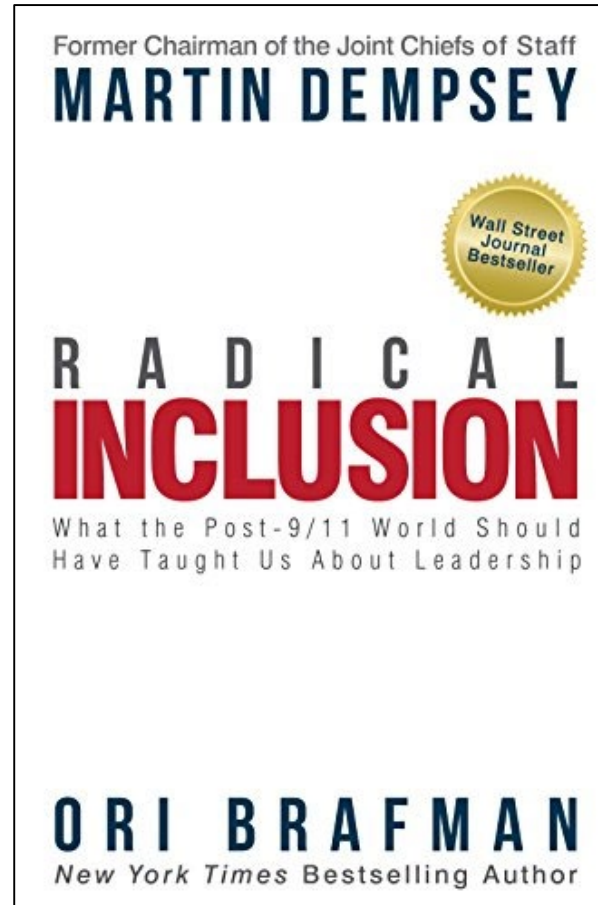
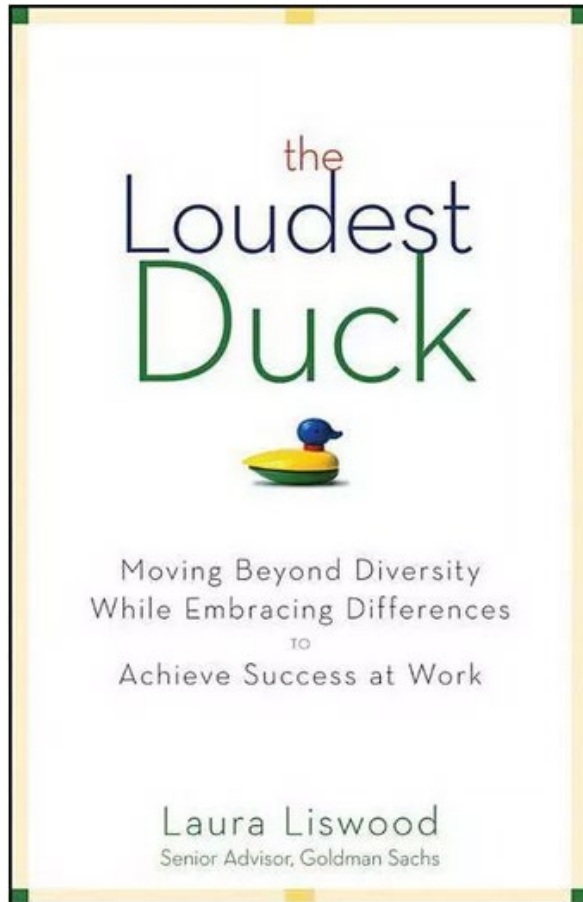
Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk, and credibility of the people involved. Don't withhold trust because there is risk involved.

Level-Up in 2021!



General Mark A. Milley
Chairman of the Joint Chiefs of Staff

“A course of personal study and contemplation is an essential component for the individual development of every Army professional. Each of us faces busy schedules every day and finding time to read and think is a recurring challenge. But even as we train our units and physically condition our bodies, we must improve our minds through reading and critical thinking.”





ST. PAUL DISTRICT GUIDING PRINCIPLES

Guiding Principles: A broad philosophy that encompass our collective beliefs and values and guide our organization throughout its life in all circumstances, irrespective of changes in its goals, strategies or type of work. Guiding principles create an organizational culture where everyone understands what's important.

Mission

Committed to successfully deliver our program

Value

Passionate about using our expertise to serve others

People

Dedicated to our inspired and professional workforce

1. We hold ourselves accountable to high standards and professional ethics
2. We understand and follow our processes
3. We resource and empower our multidisciplinary teams to succeed
4. We demonstrate positive teamwork, communication, collaboration and cooperation
5. We step-up to serve our fellow citizens and nation in times of disaster or conflict
6. We embrace constructive conflict to yield better results
7. We are forward-looking and use ingenuity to seize opportunities and address challenges
8. We play to our strengths, embrace change, and continuously improve
9. We take care of one another and seek a healthy work-life balance for all
10. We demonstrate inclusiveness and value clear, candid and transparent two-way communication
11. We build optimistic engaged leaders who maintain a healthy work environment
12. We invest to recruit, develop, employ and retain talented teammates

Cultural Building Blocks:

7 Army Values (LDRSHIP)

Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

5 USACE Business Process Operating Principles
(ER 5-1-11)

7 USACE Environmental Operating Principles

CESOHMS Imperatives

- Accept Responsibility
- Commit to Safety
- Take Personal Initiative

MVP Guiding Principle #2:

We understand and follow our processes.

Gary Wolf

Chief, Civil, Site and Surveys Section

"When I think of the Corps' St. Paul District processes, what sticks out to me is the quality review process during planning and design. It is a difficult and time-consuming process, but our teams recognize its importance and why it is in place. Our teams understand how to accomplish the quality review process, excel at completing it on schedule and consistently deliver high quality products."



MVP Guiding Principle #2:

We understand and follow our processes.

Tamara Cameron

Chief, Operations Division

"Processes are an integral part of a successful organization. They provide a roadmap for day-to-day operations, particularly in times of turmoil or uncertainty. This is particularly true when it comes to workplace safety. Understanding and following our processes gives us clarity and confidence to execute the mission."



MVP Guiding Principle #2:

We understand and follow our processes.

Kevin Sommerland

Chief, Real Estate Division

"Understanding and following our established business processes ensures our products and services are being delivered consistently and in accordance with applicable laws, regulations and policy. This contributes to our district's reputation of providing exceptional customer service to our partners."



Guiding Principles:

A broad philosophy that encompasses our collective beliefs and values and guide our organization throughout its life in all circumstances, irrespective of changes in its goals, strategies or type of work.

Guiding principles create an organizational culture where everyone understands what's important...we teach them to our new teammates and strive to personally and collectively act congruently with them.



MISSION

committed to successfully
deliver our program

VALUE

passionate about using our
expertise to serve others

PEOPLE

dedicated to our inspired
and professional workforce

DRIVEN to be a
WORLD-CLASS
DISTRICT
THAT DELIVERS

for our
Workforce, Partners,
Region, Enterprise,
and Nation

by **BUILDING STRONG**
and Taking Care of People!



Mission

Committed to successfully deliver our program

Value

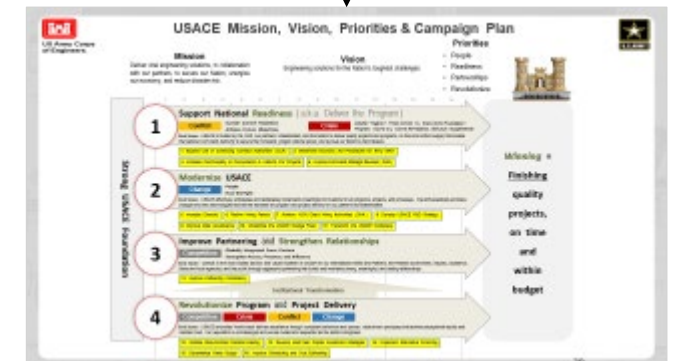
Passionate about using our expertise to serve others

People

Dedicated to our inspired and professional workforce

We play to win and help others win

Winning is finishing quality projects on time and within budget





US Army Corps
of Engineers.

USACE Mission, Vision, Priorities & Campaign Plan



Mission

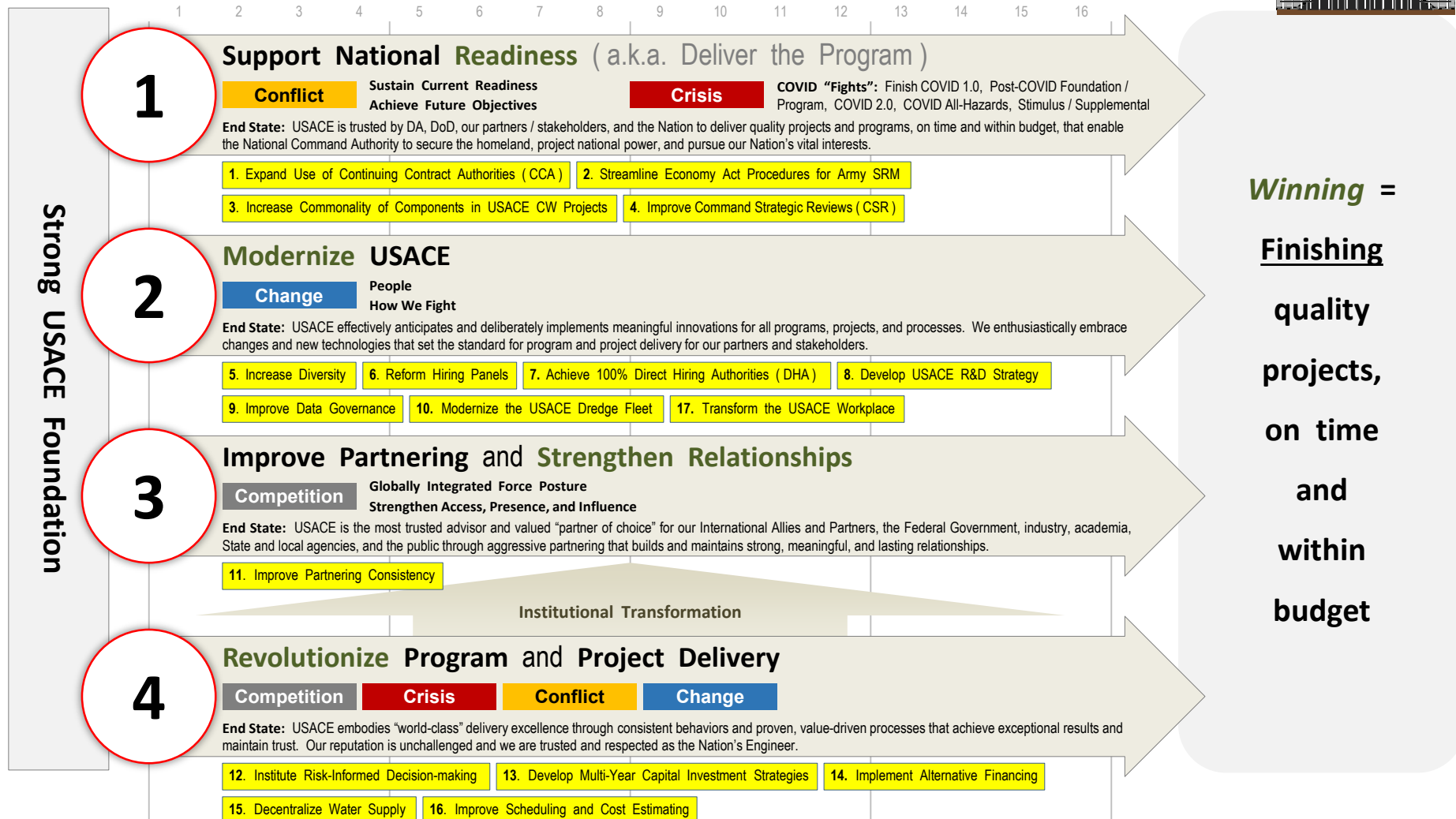
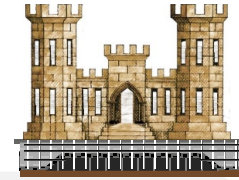
Deliver vital engineering solutions, in collaboration with our partners, to secure our Nation, energize our economy, and reduce disaster risk.

Vision

Engineering solutions for the Nation's toughest challenges.

Priorities

- People
- Readiness.
- Partnerships
- Revolutionize



Mississippi Valley Division – Delivering the Program



Lines of Effort

- ❖ *Sustain and Improve Infrastructure Performance*
- ❖ *Build the MVD Team of the Future*
- ❖ *Strengthen External Relationships and Sponsor Partnerships*
- ❖ *Strengthen Program and Project Delivery*

Mission: *To provide vital public engineering services and stewardship of water resource infrastructure, partnering in peace and war, to strengthen our nation's security, energize the economy, protect our environment and reduce risks from disasters.*

Vision: *Engineering solutions for our Nation's toughest challenges.*

COL Karl D. Jansen, St. Paul CDR

COL Steven M. Sattinger, Rock Island CDR

COL Kevin R. Golinghorst, St. Louis CDR

COL Zachary L. Miller, Memphis CDR

COL Robert A. Hilliard, Vicksburg CDR

COL Stephen F. Murphy, New Orleans CDR

Kevin J. Wilson, St. Paul DPM

Kimberly S. Thomas, Rock Island DPM

Susan E. Wilson, St. Louis DPM

Donny D. Davidson, Memphis DPM

Patricia R. Hemphill, Vicksburg DPM

Mark R. Wingate, New Orleans DPM

James A. Bodron, Regional Business Director

Eddie E. Belk, Jr., Programs Director

COL Jeremy J. Chapman, MVD Deputy Commander

MG Diana M. Holland MVD Commanding General



JOB SATISFACTION

Refers to an attitude that reflects a positive or negative judgment of your current job.

32



Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
I like my current job.	2% (6)	2% (9)	4% (14)	5% (17)	11% (43)	47% (175)	29% (110)
I feel satisfied with my current job.	2% (7)	4% (15)	6% (23)	6% (21)	14% (53)	45% (168)	23% (87)
I am happy with my current job.	2% (6)	4% (16)	5% (17)	6% (21)	16% (58)	45% (169)	23% (87)

Strategies

Focus on increasing positive aspects of the core job dimensions related to job satisfaction, including:

- Allow personnel to experience autonomy in their job and daily work life.
- Create situations where individuals can accomplish tasks alone or in teams if they desire.
- Promote the use of collaboration but recognize some individuals will prefer to complete tasks on an individual basis.
- Clearly communicate to your unit that you trust every individual on the team.

Create opportunities for personnel to experience variety in job task.

- Ensure individuals use their skills and abilities in their everyday work tasks. Underused employees often become dissatisfied in their current role.
- Provide opportunities for members to shadow peers and supervisors, and offer mentorship programs from senior personnel.
- Allow individuals to continue their education and receive training when possible.
- Allow individuals to consider other occupations when opportunities arise.

Build trust between leadership and units.

- Clearly communicate work expectations to subordinates.
- Provide continuous feedback on tasks as a means for professional development.
- When possible share survey results with unit to build trust and encourage transparency.
- Improve trust by being open to new ideas that could improve work processes.
- Recognize members for a job well done when work is completed to expectations or improvement ideas they provide are implemented
- Attend training events and participate in discussions.

Reduce factors that create stress within the job.

- Ensure all individuals have the resources they need to perform their job.
- Ensure administrative items are in order and not preventing individuals from doing their work.
- Make sure individuals have the best technology possible to complete assigned work.
- Make sure individuals receive support from leadership when needed to complete work assignments.

CDR's Assessment:

Overall, we are doing excellent in this area; about 90% agree, 5% neutral, and 5% disagree. A few pockets of negative feelings; encouraging frank conversations at the first-line supervisor level can aid with understanding stressors.



ORGANIZATIONAL PROCESSES

Perception that policies and procedures are informed, fair, and leaders seek to achieve goals that are in the military members' or employees' best interest. Reflect holistic organizational dynamics conducive to mission accomplishment.

33



Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Programs are in place to address military members'/employees' concerns.	1% (4)	1% (5)	2% (8)	12% (44)	15% (57)	51% (190)	17% (63)
Discipline is administered fairly.	5% (17)	6% (24)	6% (23)	27% (100)	12% (44)	37% (137)	8% (29)
Decisions are made after reviewing relevant information.	2% (9)	2% (8)	4% (15)	13% (50)	14% (51)	52% (193)	13% (48)

CDR's Assessment:

Establishing a Diversity, Equity and Inclusion (DEI) Intranet Discussion Board.

- Perceptions persist that we inadequately address poor performers.
- It is possible that those surveyed are simply unaware of discipline administration.

Strategies

Implement policies, programs, and activities to improve perceptions of organizational commitment.

- Be prepared! Do NOT sit and wait for a problem to arise.
- Establish programs to address a wide variety of concerns, such as:
 - Human relations problems: victim advocacy, mental health, EO/EEO related issues, and promoting awareness of social issues through monthly observances
 - Family and personal concerns: financial planning and relocation services
 - Personnel development: mentoring, leadership training, informal recognition and rewards for performance (e.g., quarterly, annual)
- Promote awareness of programs to increase the likelihood personnel will take advantage of them.
- Organize activities (e.g., Pot-lucks, team luncheons, bowling or movie nights, etc.) to improve morale and create positive feelings amongst members.

Establish clarity and transparency in lines of communication to enhance perceptions of fairness in decision-making processes, including decisions related to rewards and punishments.

- Clarify expectations and policies in onboarding new members, including performance standards and consequences of negative behaviors.
- Reiterate the rules, policies, and disciplinary actions that will follow after inappropriate behaviors.
- Recognize outstanding performers who contributed to project, team, or and ensure rewards are distributed fairly.
- Specify how individuals may have hindered organizational goals or acted inconsistently with values by highlighting actions/behaviors.
- Communicate organizational goals and priorities clearly and frequently.
- Communicate a clear vision to stimulate interest in organizational goals and motivate personnel toward achieving them.

Apply policy and procedures consistently and fairly.

- Develop materials to aid with decision-making processes, such as performance review rating scales and SOPs for disciplinary actions.
- Demonstrate that everyone is treated equally in procedures and in disciplinary actions.
- Communicate the steps involved in leaders' decisions (including rewards and punishments).
- Review all available information before making decisions.
- Follow up on each report/complaint of inappropriate behavior.



ENGAGEMENT

Engagement refers to a persistent positive and fulfilling state of mind characterized by mental resilience, dedication, and immersion in the work role.



Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
At my workplace, I am mentally resilient.	0% (0)	0% (1)	2% (9)	2% (7)	10% (38)	55% (205)	30% (114)
I am enthusiastic about my work.	1% (5)	3% (10)	5% (17)	8% (30)	16% (58)	46% (171)	22% (83)
Time flies when I am working.	1% (4)	2% (9)	5% (20)	7% (27)	19% (71)	40% (149)	25% (94)

Strategies

Focus on improving direct supervisor and subordinate relationships including:

- Coach unit leaders to learn the communication styles of their subordinates and present information in that fashion when appropriate.
- Coach unit leaders to provide performance feedback that is specific and actionable to subordinates.
- Implement reciprocal mentoring opportunities between leaders and subordinates to bolster information sharing relationships and strengthen bonds.
- Communicate the importance of status updates on work tasks for employees to maintain accountability and keep work expectations aligned with the organizational strategy.
- Maintain accountability concerning performance expectations but coach leaders to not over manage their units on daily work tasks. This will allow subordinates to feel trusted by their unit leader.

Implement activities that foster a supportive and cohesive work environment including:

- Be quick to identify conflict between personnel and implement sit down sessions to discuss issues at hand. Ensure conflict is resolved; and trust and respect have been established.
- Communicate to personnel that peer support is essential to mission success by organizing work group activities and encourage attendance to these activities.
- Allow personnel to cover for each other on work tasks if unexpected leave is required.
- Establish a clear position on bullying and discrimination to make sure individuals know this type of behavior is not acceptable to anyone in the unit or organization.

Build trust between leadership and members of the organization.

- Clearly communicate work expectations to subordinates.
- Provide continuous feedback on work tasks as a means for professional development (not micro-managing).
- Improve trust by being open to new ideas that could improve work processes.
- Recognize members for a job well done when work is completed to expectations.
- Share survey results and your plan of action to address concerns with unit to build trust and provide transparency.

CDR's Assessment:

- Overall, we are doing amazing in this area! The key is to sustain what is working, and a key to this is acting congruently with our Guiding Principles.







INCLUSION AT WORK (2 OF 2)

Involves the ways in which organizations, groups, leaders, and military members or employees allow everyone (diverse in identities, cultures, and ways of thinking and acting) to participate, contribute, have a voice, and **feel that they are connected and belong**, all without losing individual uniqueness or having to give up valuable identities or aspects of themselves.



CDR's Assessment:

- We are making a substantial investment in our Special Emphasis Program this year
- We need to be intentional this year about boosting inclusion – especially with newer employees during the pandemic

Category	Inclusion
Overall	79%
Majority	80%
Minority	76%
Women	80%
Men	78%
Officer	-99%
Junior Officer	-99%
Senior Officer	-99%
Military	-99%
Civilian	-99%
Junior Civilian	79%
Senior Civilian	91%
Non-Supervisor	77%
Supervisor	89%

Strategies

Promote All-Inclusive Multiculturalism programs, to include both a minority and a majority focus, to receive greater buy-in from all members.

- Host events/programs geared towards understanding different cultures and diversity of all members.
- Display senior management's commitment to inclusion by participating in events and encouraging junior leaders to participate.
- Focus awareness to overcome issues such as a lack of familiarity with a group's customs and beliefs.

Pursue systematic and planned organizational change to promote inclusion.

- Conduct a thorough needs assessment to ensure inclusion concerns are identified accurately; and appropriate interventions are used (e.g., training, information sessions, and awareness campaigns).
- Develop and publicize specific steps that will be taken to promote an inclusive work environment.
- Provide transparency regarding the steps that leadership will take to promote inclusivity.
- Include diversity as part of the organization's strategic plan.
- Apply realistic timelines and clear measures of success for programs.

Hold all supervisors accountable to indicate a shared responsibility.

- Express importance of programs to middle and lower management to increase buy-in.
- Promote diversity as series of strengths to enhance mission readiness.
- Hold middle and lower supervisors accountable for meeting inclusion plan goals by linking performance to progress on diversity initiatives and inclusive practices.
- Make Diversity Inclusion goals specific, time-bound, and measurable so success can be evaluated.

DISCRIMINATION

(1 OF 2)

Perception that members of the organization are denied equal opportunity or are a victim of an unlawful employment practice by virtue of their race, color, national origin, religion, sex, sexual orientation, age, disability, etc.



Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Discrimination based on race/color/national origin does not occur in my workplace.	2% (6)	4% (15)	4% (15)	10% (38)	5% (20)	36% (133)	39% (143)
Discrimination based on religion does not occur in my workplace.	1% (3)	2% (8)	2% (9)	11% (41)	5% (18)	37% (138)	41% (153)
Discrimination based on sex does not occur in my workplace.	3% (11)	6% (21)	6% (21)	9% (35)	8% (29)	36% (133)	32% (120)
Discrimination based on sexual orientation does not occur in my workplace.	2% (7)	1% (5)	3% (10)	13% (49)	4% (16)	40% (148)	36% (134)
Discrimination based on age does not occur in my workplace. (Data displayed are for civilians only.)	3% (11)	4% (15)	8% (28)	9% (34)	7% (26)	40% (145)	29% (108)
Discrimination based on disability does not occur in my workplace. (Data displayed are for civilians only.)	1% (5)	2% (7)	3% (11)	11% (41)	6% (23)	41% (149)	35% (129)
Discrimination based on equal pay does not occur in my workplace. (Data displayed are for civilians only.)	2% (8)	4% (15)	3% (12)	17% (63)	5% (19)	35% (128)	33% (122)
Discrimination based on genetic information does not occur in my workplace. (Data displayed are for civilians only.)	1% (3)	0% (1)	1% (2)	22% (80)	2% (7)	37% (135)	38% (137)
Discrimination based on pregnancy does not occur in my workplace. (Data displayed are for civilians only.)	1% (4)	1% (3)	3% (10)	15% (55)	4% (14)	38% (140)	38% (139)
I believe I can use my chain of command/supervision to address concerns about discrimination without fear of retaliation/reprisal.	4% (13)	2% (9)	4% (14)	6% (21)	10% (36)	43% (161)	32% (117)
Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Racial slurs, comments, and/or jokes are used in my workplace.	2% (9)	3% (12)	6% (22)	10% (38)	5% (20)	33% (123)	40% (149)
Sexist slurs, comments, and/or jokes are used in my workplace.	2% (8)	4% (16)	8% (28)	11% (40)	6% (21)	30% (113)	39% (146)



DISCRIMINATION (2 OF 2)

Perception that members of the organization are denied equal opportunity or are a victim of an unlawful employment practice by virtue of their race, color, national origin, religion, sex, sexual orientation, age, disability, etc.

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CDR's Assessment:

- We need to take on the negative perceptions aggressively as a leadership team.



An open forum discussion board may help foster understanding of what is driving these perceptions and approaches for effectively addressing them.

- Discriminatory behaviors are not tolerated in MVP.

Strategies

Educate members on different group cultures.

- Invite local minority leaders to discuss the historical background of discrimination towards their group (race, religion, national origin, gender).
- Frequently offer different types of cultural events to raise awareness.
- Arrange a group outing to an event, show, or cultural site to learn about a group first hand.
- Provide cultural-competence training to members to increase open-mindedness and cultural awareness.

Examine strategies to address discrimination and decrease discomfort.

- Encourage perspective taking and role play in an open and safe environment.
- Educate members on how stereotyping and social categorization influence attitudes and behavior.
- Train members on how to recognize discrimination; and intervention strategies if observed.

Create a unit climate where members feel comfortable informing leadership of discrimination.

- Provide anonymous channels to submit complaints.
- Ensure members are assessed based on their knowledge, skills, abilities/attitudes.
- Investigate allegations of discrimination in a timely manner.
- Limit information about allegations to only those who are involved or need to know.



SEXUAL HARASSMENT (1 OF 2)

Involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career, or submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.



Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My chain of command/supervision adequately responds to allegations of sexual harassment.	1% (3)	1% (3)	2% (6)	31% (116)	3% (13)	35% (129)	27% (102)
My chain of command/supervision plays an active role in the prevention of sexual harassment.	1% (3)	1% (3)	1% (3)	14% (53)	8% (30)	45% (166)	31% (114)

Question	Strongly Agree	Agree	Slightly Agree	Neither Agree nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
Individuals from my workplace use offensive gestures that are sexual in nature.	1% (2)	1% (4)	2% (9)	10% (38)	3% (11)	34% (128)	48% (180)
Individuals from my workplace have been offered rewards or special treatment in return for engaging in sexual behavior.	0% (0)	1% (2)	0% (1)	11% (40)	1% (2)	21% (77)	67% (249)



SEXUAL HARASSMENT (2 OF 2)

Involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: Submission to such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career, or submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creates an intimidating, hostile, or offensive working environment.



CDR's Assessment:

- We need to establish a climate in which inappropriate workplace behaviors are not tolerated...ideally, people speak up immediately; if not, they should always rely on their chain of command to do the right thing.

Strategies

Establish policies and procedures for responding to sexual harassment complaints.

- Clearly explain the sexual harassment complaint policy and reporting procedures
- Encourage members to report all sexist behaviors and sexual harassment.
- Educate members on the complaint process using real-life examples.
- Provide multiple options for reporting incidents such as anonymous comment boxes, third party submittal, first line supervisor notification, etc.
- Provide easily-accessible resources for victims and encourage members to seek help.
- Follow up with all victims after the complaint has been closed to ensure the issue has been effectively resolved.

Discourage and actively intervene if you observe any sexist behaviors

- Clearly communicate that sexist attitudes and behavior will not be tolerated
- Discourage sexual jokes, gestures, etc. in the workplace
- Immediately interrupt others engaging in sexist behaviors or jokes

Demonstrate fair and equal practices

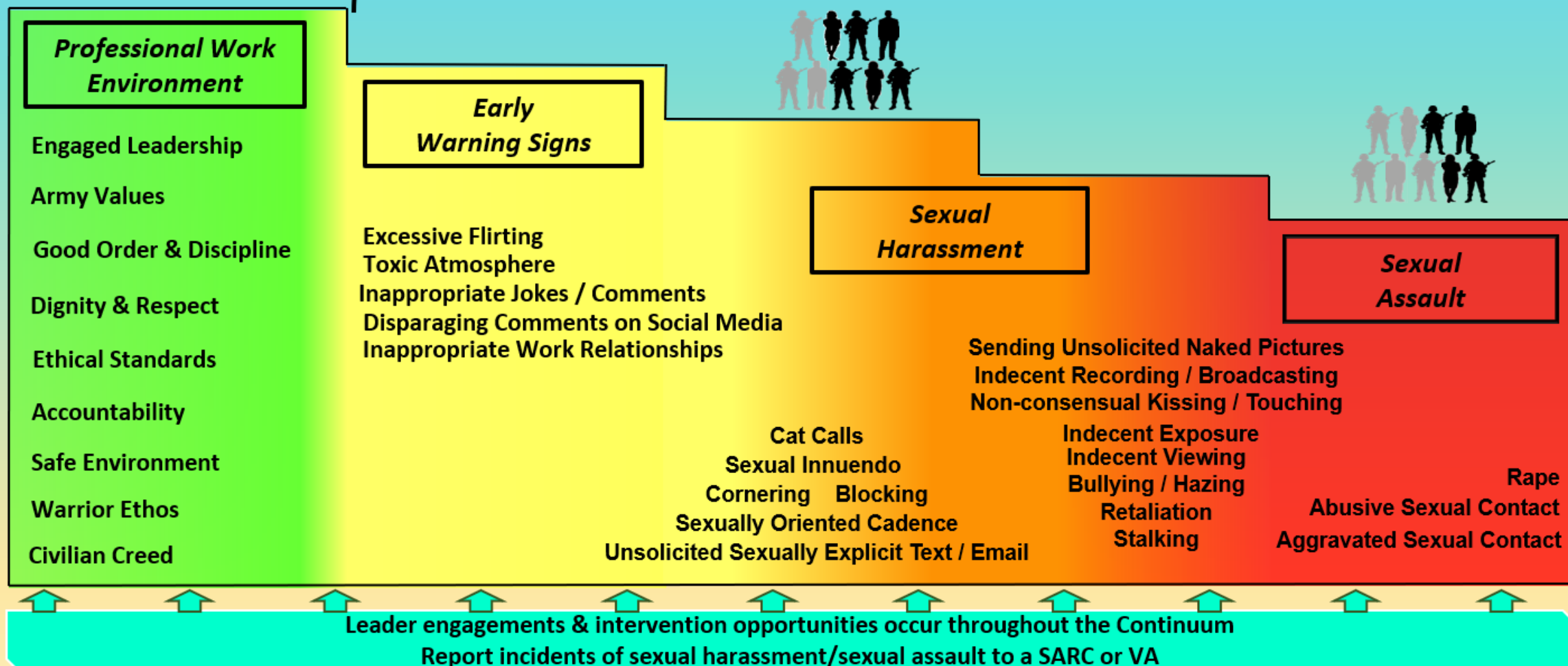
- Identify and correct any personnel offering sexual favors for advancement, award, or assignment
- Demonstrate through your actions and words that you will not tolerate a hostile work environment

Manage the sexual harassment awareness and prevention program

- Leverage DEOCS results and climate assessment findings to monitor, track and evaluate the effectiveness your sexual harassment awareness and prevention
- Establish, publicize, and enforce your prevention policy; engage leaders at every level to create a culture where sexist behaviors are not tolerated.



Sexual harassment/sexual assault reduces a unit's overall mission readiness by destroying trust, teams, and unit cohesion

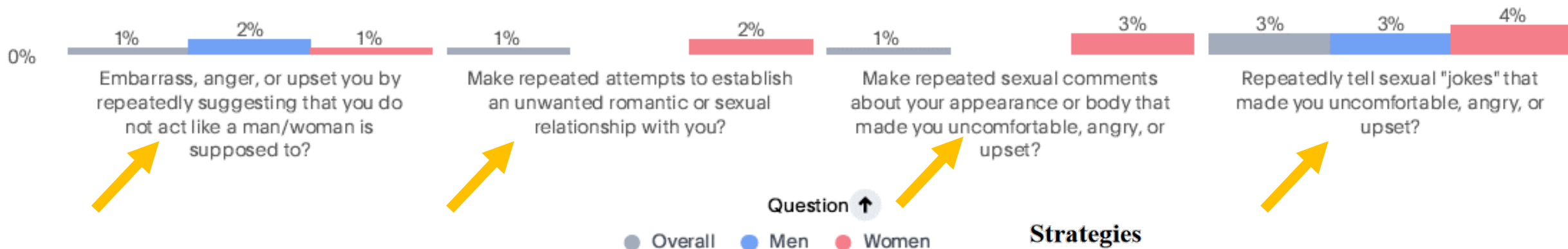




UNWANTED WORKPLACE EXPERIENCES

This measures the sexual harassment risk within the organization. The items contain behaviors associated with the increased probability that sexual harassment could be occurring.

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Provide clear and continuous communication that sexist behavior in any form will not be tolerated.

- Define: a sexual joke, a sexual comment, an unwanted sexual advance; and the effects it can have on a person, a team, and an organization. Help people understand the problem and its seriousness.
- Schedule frequent discussions allowing your members to express their concerns.
- Encourage members to immediately address all inappropriate behaviors either directly or indirectly to the offender.
- Acknowledge those individuals who speak up and intervene to eliminate sexual jokes, comments, or advances. Make speaking up a positive action/behavior.
- Emphasize (verbally and in written policies) that everyone will be treated with dignity and respect and any sexist behavior will not be tolerated.

Incorporate and promote social norms in your unit.

- Create an environment where everyone is responsible for themselves and their behaviors.
- Encourage the reporting of all forms of harassment.
- Establish a buddy system to encourage accountability.



SEXUAL ASSAULT RESPONSE CLIMATE

Military member's or employee's perception of whether their chain of command/supervision would take appropriate action to address an Unrestricted Report of sexual assault and the extent to which leadership would support and encourage recovery.

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
If a coworker were to report a sexual assault, my chain of command/supervision would take the report seriously.	0% (1)	0% (1)	1% (2)	2% (6)	3% (11)	34% (125)	60% (221)
If a coworker were to report a sexual assault, my chain of command/supervision would keep the knowledge of the report limited to those with a need to know.	0% (1)	1% (3)	2% (6)	3% (11)	3% (12)	36% (131)	55% (203)
If a coworker were to report a sexual assault, my chain of command/supervision would discourage military members/employees from spreading rumors and speculation about the allegation.	1% (2)	1% (3)	1% (3)	5% (17)	3% (11)	39% (141)	51% (186)
If a coworker were to report a sexual assault, my chain of command/supervision would promote healthcare, legal, or other support services to the reporter.	0% (1)	0% (1)	0% (0)	4% (14)	2% (9)	43% (155)	50% (182)
If a coworker were to report a sexual assault, my chain of command/supervision would support the individual for speaking up.	1% (2)	0% (1)	1% (3)	4% (16)	4% (15)	40% (146)	50% (181)

CDR's Assessment:
Personal focus this year is recruiting and training a Collateral Duty SAPR Victim Advocate and making reporting procedures accessible and understandable.

Strategies

- Encourage an environment where personnel feel comfortable reporting a sexual assault.
- Ensure the victim's safety and respect for their privacy remains a priority after a sexual assault.
 - Demonstrate your commitment to protect victims of sexual assault.
 - Provide resources for victims and encourage members to seek help.
 - Select victim advocates who are approachable and uphold the highest integrity and moral values.
 - Monitor, track, and evaluate your sexual assault program through trends analysis (e.g., annual report statistics).
 - Hold members accountable if they blame the victim or treat them differently.
- Develop and train your personnel on sexual assault response climate.
- Define sexual assault and your Service's policy.
 - Provide prevention and safe intervention training.
 - Provide clear communication that sexist behaviors, attitudes, and behaviors will not be tolerated.
 - Instruct your personnel that if they are made aware of a sexual assault report, they are not to discuss it with other personnel.
 - Ensure personnel understand the differences between an unrestricted report and a restricted report.
 - Have members view the SAPR Reporting Options video at www.deomi.org/assessment-solutions/SAPR.html
 - Teach your personnel that sexual assault can also be a part of a hazing or bullying event.
 - Inform personnel on how to report a sexual assault appropriately if they witness or hear about a sexual assault report, e.g., do not dismiss the incident, avoid negative reactions, guide the victim to the appropriate resources.



SEXUAL HARASSMENT RETALIATION CLIMATE

In my work group, military members or employees who file a sexual harassment complaint would be...

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Excluded from social interactions or conversations.	45% (161)	37% (134)	3% (12)	10% (35)	3% (11)	1% (5)	1% (2)
Denied career opportunities (e.g., denied training, awards or promotions).	47% (167)	37% (131)	3% (10)	10% (35)	2% (6)	1% (3)	1% (2)
Discouraged from moving forward with the complaint.	49% (174)	37% (134)	3% (9)	9% (33)	1% (4)	1% (2)	1% (2)
Subjected to insulting or disrespectful remarks or jokes.	49% (176)	37% (132)	3% (11)	9% (32)	1% (4)	1% (3)	0% (1)
Disciplined or given other corrective action.	51% (181)	37% (131)	2% (8)	9% (31)	1% (3)	1% (3)	0% (1)
Blamed for causing problems.	47% (169)	37% (130)	4% (13)	8% (29)	3% (11)	1% (3)	0% (1)

Strategies

CDR's Assessment:

We are acceptable in this area;
We can continue developing our supervisors to act in ways that avoid and are not perceived as retaliation.

Military member's / employee's perception of whether retaliation would occur if a sexual harassment complaint was made in their unit/organization.



Create a command climate environment that promotes zero-tolerance for retaliation against a person who submits a complaint of sexual harassment.

- Provide clear written policies and procedures including what actions leadership will take if retaliatory behavior is reported; and display it in a highly visible area.
 - Explain reporting procedures and consequences for retaliation.
 - Discuss and demonstrate (in a small group setting) intervention strategies to employ if retaliation occurs:
 - Writing a letter to the offender to let them know what they are doing is inappropriate and it needs to stop
 - Requesting assistance from a third party
 - Requesting your supervisor address the individual
 - Filing a complaint with the appropriate agencies according to agency policy
 - Encourage Service Members to address and report retaliation without fear of retribution
 - Talk to all members frequently, and encourage reporting retaliation to their leadership
 - Consult with peers/senior leadership on:
 - strategies to encourage victims to report retaliation
 - consequences of retaliation (The severity of the corrective measures [counseling/negative evaluations/UCMJ] is key to setting the tone and promotes a zero-tolerance policy)
- Schedule and conduct follow-up assessments to prevent and/or detect retaliation or other prohibited unlawful actions. In the events retaliation or other unlawful actions are detected, ensure a thorough investigation is conducted; take appropriate corrective actions for substantiated complaints.
- Demonstrate your commitment by taking all reports of retaliation seriously, responding quickly, and ensuring your actions (performance ratings/disciplinary actions or other administrative actions) are transparent to all Service Members.
- Encourage service members to report retaliation complaints immediately to their leadership.
 - Have frequent conversations with all members to ensure subtle retaliation is not occurring
- Educate members on various types of retaliation committed (e.g., working excessive hours/denied training, promotion, or advancement opportunities).



SEXUAL ASSAULT RETALIATION CLIMATE

Military member's or employee's perception of whether retaliation would occur if a sexual assault was reported in their unit/organization.

45



In my work group, reporters of sexual assault would be...

Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Excluded from social interactions or conversations.	44% (160)	37% (135)	2% (9)	10% (35)	2% (9)	2% (9)	1% (5)
Subjected to insulting or disrespectful remarks or jokes.	50% (180)	38% (137)	2% (7)	7% (25)	1% (5)	1% (2)	0% (1)
Blamed for causing problems.	50% (179)	36% (128)	3% (12)	9% (31)	2% (7)	1% (2)	0% (1)
Denied career opportunities (e.g., denied training, awards or promotions).	49% (173)	37% (131)	1% (5)	10% (35)	2% (6)	1% (4)	0% (1)
Disciplined or given other corrective action.	53% (193)	34% (121)	2% (9)	8% (29)	1% (2)	1% (5)	1% (2)
Discouraged from moving forward with the complaint.	52% (186)	36% (130)	2% (9)	7% (27)	1% (3)	1% (4)	1% (2)

CDR's Assessment:

Overall great; however, there are some pockets in our organization that feel otherwise.

Strategies

- Empower all members with the necessary tools, skills and abilities to ensure the safety, opportunities and fair treatment are afforded to everyone without the fear of retaliation.
- Provide professional development training to members in supervisory positions on how to respond to a sexual assault and the early warning signs of peer retaliation immediately following a sexual assault.
- Train all members to recognize behaviors that constitute retaliation (e.g. bullying, unequal treatment).
- Educate all members to ensure they are aware of available resources and organizations to address retaliatory actions (Commanders, IG, MCIO, Legal, SVC/VLC, Medical, and Spiritual).
- Ensure subordinate commanders are appropriately informed, empowered, and resourced to create the professional environment Service members deserve.
- Create an interactive event where you invite individuals who were sexual assaulted to share their stories and the impacts, including the treatment experienced after being sexually assaulted.
- Enhance your organization's training of military and civilian supervisors to more effectively respond to reporters of misconduct, anticipate and proactively address potential problems.
- Frequently communicate the repercussions of retaliatory misconduct and publicize measures taken to address varying forms of retaliatory behavior.
- Monitor professional opportunities (e.g., interfering with a promotion, unreasonably downgrading someone's evaluation, unfairly denying an award) of the member who was sexually assaulted and the reporter of the sexual assault, when applicable.
- Increase factual knowledge of sexual assaults and what it means to be re-victimized.



SEXUAL ASSAULT PREVENTION CLIMATE

Military members' or employees' perceptions that their immediate supervisor takes action to prevent sexual assault by promoting a respectful and safe command climate and deterring sexism and sexual harassment in the workplace.

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Question	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
My immediate supervisor models respectful behavior.	1% (4)	2% (7)	2% (7)	3% (11)	7% (26)	34% (125)	51% (188)
My immediate supervisor promotes responsible alcohol use.	2% (7)	2% (8)	0% (1)	27% (100)	4% (13)	35% (127)	30% (111)
My immediate supervisor would correct individuals who refer to coworkers as "honey," "babe," "sweetie," or use other unprofessional language at work.	2% (9)	2% (6)	1% (5)	10% (37)	8% (28)	43% (159)	34% (124)
My immediate supervisor would stop individuals who are talking about sexual topics at work.	1% (2)	2% (7)	2% (6)	6% (21)	7% (24)	43% (158)	41% (151)
My immediate supervisor would intervene if an individual was receiving sexual attention at work (e.g., staring at someone's chest, standing too close, rubbing someone's shoulders).	1% (3)	1% (4)	1% (5)	5% (20)	5% (20)	44% (164)	41% (153)
My immediate supervisor encourages individuals to help others in risky situations that could result in harmful outcomes (e.g., sexual assault, violence, or suicide).	3% (10)	3% (10)	1% (2)	14% (52)	5% (18)	43% (157)	32% (119)

CDR's Assessment:
Probably worth Division and Branch Chiefs taking a look at their first line supervisors...who has the potential for generating these types of perceptions?

Strategies

Foster a culture of dignity and respect by creating and enforcing policies to promote a positive response climate including:

- Implement policies and activities to increase organizational support
- Offer training to educate personnel on prevention strategies
- Create peer support groups that can be anonymous circles of support for victims
- Ensure immediate leaders are communicating (to all personnel) the resources available for victims

Leadership should lead by example and promote trust between members including:

- Clearly communicate (to all personnel) that leadership does not; and will not tolerate disrespect towards others
- Create a professional development program to educate junior leaders on recognizing and addressing inappropriate behaviors
- Quickly correct any misconduct and do not encourage or engage in inappropriate behavior
- Demonstrate values and behaviors you want your subordinates to display
- Clearly demonstrate through words and actions that accountability is highly valued in your unit

Engage personnel to actively participate in promoting a prevention climate including:

- Create an award system that provides incentives and/or recognition to personnel for developing creative and innovative prevention strategies
- Create an anonymous feedback forum where personnel can share their ideas, thoughts, and concerns to leadership
- Do not reprimand personnel when they speak up on an issue that needs to be addressed by leadership



PPMD 2021 ORGANIZATIONAL CLIMATE FOCUS



Initial Draft

	FY20 26 participants 74%	2021 Focus Area (place an 'X')
Organizational Effectiveness		
Commitment	83%	
Senior Leadership	89%	
Organization Performance	86%	X
Group Cohesion	73%	X
Trust in Leadership	87%	
Job Satisfaction	81%	
Organizational Processes	63%	X
Engagement	86%	
EEO / Fair Treatment		
Inclusion	78%	X
Discrimination	75%	
Sexual Harassment	78%	
Sexual Harassment Retaliation Climate	95%	

2020 Reflections / Assessment

- All areas trended up since last year
- First-line supervisor effectiveness is a strength
- Perceptions of discrimination is a concern

DPM “Top 10 for 2021”

1. Implement recommendations from the Delivery AAR
2. Focus on project delivery by reinvigorating PDBP across the District
3. Improve project communication with an emphasis on a Telework environment
4. Develop better performance accountability measures – recognize great performance
5. Develop a functional and professional workspace in the new office location – reduce the move related stress and anxiety
6. Work with the vertical chain on identifying resources to help with diversity and inclusion
7. Improve internal PPMD communications –
8. Consider actions to understand discrimination perceptions
9. Be innovative in developing team-building activities in a pandemic environment
10. Plan for the District organization post FMM – keep the talent



OPERATIONS DIVISION 2021 ORGANIZATIONAL CLIMATE FOCUS



Initial Draft

	FY20 Div / MRPO 14 ea. 67%	FY20 L&Ds 47 ea. 32%	FY20 RNR 35 ea. 58%	FY20 CH / MR 6 ea. 19%	2021 Focus Area (place an 'X')
Organizational Effectiveness					
Commitment	79%	69%	84%	67%	
Senior Leadership	82%	60%	84%	63%	X
Organization Performance	81%	74%	87%	83%	
Group Cohesion	81%	65%	88%	78%	
Trust in Leadership	86%	71%	83%	83%	
Job Satisfaction	86%	83%	81%	83%	
Organizational Processes	79%	62%	75%	44%	X
Engagement	95%	89%	91%	89%	
EEO / Fair Treatment					
Inclusion	80%	67%	80%	75%	X
Discrimination	81%	82%	87%	68%	
Sexual Harassment	77%	83%	90%	38%	X
Sexual Harassment Retaliation	85%	83%	92%	86%	

2020 Reflections / Assessment

- All but one area trended up since last year
- Significant improvement in Leadership area
- Concern in area of sexual harassment

Division Chief “Top 10 for 2021”

1. Continue to increase and diversify communication with and among the field sites
2. Support changes to improve project delivery
3. Ensure that SHARP and EEO training is appropriately scheduled, meaningful and effective
4. Place greater emphasis on explaining “why” when changes are made
5. Continue to emphasize workplace safety and reward actions to reduce risk and improve our procedures
6. Identify potential barriers to Diversity, Equity, and Inclusion
7. Increase delegation and empowerment among work units.
8. Increase and promote employee/leader development opportunities
9. Ensure that each work unit has strategic short and long term goals
10. Continue to ensure equity in hiring and disciplinary actions



OPS FY19 TO FY20 COMPARISON

Organizational
Effectiveness

EEO /
Fair Treatment

	FY19	FY20	Change
Commitment	73%	75%	+2%
Senior Leadership	53%	72%	+20%
Organization Performance	67%	81%	+15%
Group Cohesion	62%	78%	+16%
Trust in Leadership	67%	81%	+14%
Job Satisfaction	78%	83%	+6%
Organizational Processes	49%	65%	+16%
Engagement	86%	91%	+5%
Inclusion	67%	76%	+9%
Discrimination	73%	80%	+7%
Sexual Harassment	75%	72%	-3%
Sexual Harassment Retaliation Climate	71%	87%	+16%



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REGULATORY DIVISION 2021 ORGANIZATIONAL CLIMATE FOCUS



Initial Draft

	FY20 45 participants 79%	2021 Focus Area (place an 'X')
Organizational Effectiveness		
		Change
Commitment	72%	+2
Senior Leadership	72%	0
Organization Performance	81%	+11
Group Cohesion	68%	+5
Trust in Leadership	77%	+3
Job Satisfaction	67%	+13
Organizational Processes	69%	+10
Engagement	72%	-2
EEO / Fair Treatment		
Inclusion	69%	+5
Discrimination	78%	
Sexual Harassment	80%	
Sexual Harassment Retaliation Climate	90%	

2020 Reflections / Assessment

- Most areas trended up since last year
- Improvement, but more work to do on cohesion, inclusion, and engagement
- Trust in supervisors is a strength
- Investment in process improvement is paying off – more to do
- Need to know more about what drives job satisfaction

Division Chief “Top 10 for 2021”


1. Identify novel ways to improve sense of belonging, team-building
2. Make recognition routine; continue and expand recent efforts
3. Double-down on success of DEI efforts
4. Identify relevant training for ALL positions
5. Increase leadership communication of vision / direction / priorities
6. Continue / increase bottom-up process improvements
7. Continue to utilize polling and 1-on-1 to learn more about job satisfaction
8. Conduct next recurring all-staff visioning exercise to gauge progress and chart direction
9. Increase awareness of consequences of inappropriate jokes, inuendo, and discussion topics in the workplace
10. Implement QA Plan to facilitate increased decision-making delegation



SUPPORT STAFF 2021 ORGANIZATIONAL CLIMATE FOCUS



Initial Draft

	FY20 Group 1 30 part. 61%	FY20 Group 2 28 part. 76%	2021 Focus Area (place an 'X')
Organizational Effectiveness			
Commitment	86%	88%	
Senior Leadership	97%	91%	
Organization Performance	89%	89%	
Group Cohesion	89%	85%	
Trust in Leadership	100%	88%	
Job Satisfaction	90%	86%	
Organizational Processes	78%	63%	x
Engagement	93%	85%	
EEO / Fair Treatment			
Inclusion	86%	76%	x
Discrimination	81%	63%	x
Sexual Harassment	85%	66%	x
Sexual Harassment Retaliation Climate	86%	69%	x

2020 Reflections / Assessment

- Very positive responses in most areas with a couple of areas to improve on
- Discrimination and harassment concerns must be addressed
- Trust in Leadership and job satisfaction is a major strength
- Perceptions of fairness with discipline is an issue

Deputy "Top 10 for 2021"

1. Address jokes, innuendos, and inappropriate discussion topics in workplace.
2. **Create an environment where members feel comfortable informing leadership of discrimination and harassment.**
3. Continue to take actions to advance Diversity, Equity, and Inclusion discussions within the staff.
4. Conduct sessions to better understand discrimination perceptions.
5. **Monthly "All Hands" calls were seen as positive, so we will continue these.**
6. Encourage bottom-up process improvement initiatives.
7. **Continue to hold poor performers accountable. Every action is not known throughout the organization, which is by design, but this can be overcome by continuing to take action.**
8. Conduct more team-building activities in a pandemic environment.
9. Continue to sustain improvement in the area of recognition of employees.
10. Continue working on hiring outreach to increase applicant pool.



COMBINED ORGANIZATIONS



Group 1

- Contracting
- Resource Management
- Real Estate
- Office of Counsel
- CPAC

Group 2

- ULA
- Safety
- Security
- Internal Review
- ROC
- Public Affairs
- CIO/G-6



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E&C 2021 ORGANIZATIONAL CLIMATE FOCUS



Initial Draft

	FY20 ECD 24 ea. 46%	FY20 ECG 28 ea. 140%	FY20 ECH 15 ea. 35%	FY20 DIV 20 ea. 59%	2021 Focus Area (place an 'X')
Organizational Effectiveness					
Commitment	83%	93%	91%	90%	
Senior Leadership	80%	86%	77%	92%	X
Organization Performance	86%	95%	98%	93%	
Group Cohesion	88%	90%	93%	92%	
Trust in Leadership	93%	99%	100%	100%	
Job Satisfaction	88%	94%	98%	90%	
Organizational Processes	79%	81%	77%	88%	X
Engagement	89%	88%	98%	95%	
EEO / Fair Treatment					
Inclusion	86%	82%	91%	90%	X
Discrimination	80%	72%	93%	98%	X
Sexual Harassment	81%	82%	88%	89%	X
Sexual Harassment Retaliation	96%	92%	99%	99%	

2020 Reflections / Assessment

- All areas trended up since last year
- Results need additional analysis (e.g., 140% response rate in ECG)
- First-line supervisor effectiveness is a strength
- Perceptions of discrimination may be a concern
- Engagement activities are making a difference

Division Chief “Top 10 for 2021”

1. Evaluate ongoing actions pertaining to improving communication
2. Implement actions related to FY20 Delivery AAR focus areas
3. Continue refinement of DPMAP elements
4. Continue actions to show appreciation/recognition to team members
5. Maintain emphasis on SHARP and EEO/No-Fear training in a positive manner
6. Communicate rationale for upcoming organizational changes
7. Sustain participation in SDC and Level-up activities
8. Develop actions to implement bottom-up process improvement initiatives
9. Improve selected organizational processes and procedures (e.g., PI reports, project closeout)
10. Sustain and continue methods for diverse hiring practices.



RPEDN 2021 ORGANIZATIONAL CLIMATE FOCUS



Initial Draft

	FY20 MVP 25 participants 75%	FY20 MVR / MVS 28 participants 70%	2021 Focus Area
Organizational Effectiveness			
Commitment	93%	87%	
Senior Leadership	95%	81%	X
Organization Performance	100%	98%	
Group Cohesion	91%	88%	
Trust in Leadership	97%	83%	
Job Satisfaction	92%	89%	
Organizational Processes	84%	73%	X
Engagement	95%	83%	X
EEO / Fair Treatment			
Inclusion	88%	79%	
Discrimination	78%	72%	X
Sexual Harassment	94%	70%	X
Sexual Harassment Retaliation Climate	91%	79%	


2020 Reflections / Assessment

- All areas trended up since last year
- Some disparity between the two groups of participants – this needs attention
- Perceptions of discrimination and sexual harassment are concerns

Division Chief “Top 10 for 2021”

1. Continue bi-weekly All-Hands calls as key Info Exchange/Sensing Forum
2. Engage staff in organizational process improvement efforts - brainstorming, then focused efforts
3. Branch Chiefs coach Section Chiefs re: poor performer accountability. Communicate 360 survey feedback actions.
4. Use monthly supervisor mtngs to develop continuous staff appreciation / recognition processes (RPEDN EoM, etc). Tie to SITREP.
5. Hold Focus Group sessions to better understand discrimination and fairness perceptions (separate and cross-location discussions)
6. Supervisor Re-emphasis on expectations regarding jokes, inuendo, inappropriate discussion topics in the workplace - increased staff messaging
7. Assign Planning Liaisons to define actions to encourage, receive, and implement bottom-up process improvement initiatives (engage LSS)
8. Use All-hands mtngs to encourage/refocus team-building activities in a pandemic environment.
9. Continue to support staff involvement in Revolutionize CW, CAP delegation and other program efficiency initiatives
10. Clearly and frequently articulate expectations, goals, priorities - Increased engagement = Increased retention

<https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/>



Strategic Effectiveness

The effective members support leadership in carrying out the organization's mission. The *EMSC* provides a shared vision that reflects the organization's mission, vision, and core values, and a shared understanding of the organization's purpose and goals. The *EMSC* also provides a shared understanding of the organization's mission, vision, and core values, and a shared understanding of the organization's purpose and goals.

Connectiveness

A team of members that reflects a shared understanding of the organization's mission, vision, and core values, and a shared understanding of the organization's purpose and goals. The *EMSC* provides a shared vision that reflects the organization's mission, vision, and core values, and a shared understanding of the organization's purpose and goals.

Fact Sheet

The fact sheet provides a description, summarizes the experience, and suggests four leaders can focus on in relation to the leader.

- 1. Fact Sheet on Connectiveness

Experiences

The experience section can be used to share business, academic, and personal experiences. The experience section can be used to share business, academic, and personal experiences.

- 1. Connectiveness: Personal
- 2. Connectiveness: Personal
- 3. Connectiveness: Personal

Processes & Outcomes

Strategy, vision, and other documents are used to address various issues. The strategy, vision, and other documents are used to address various issues.



- 1. Strategy: Personal

Personal Outcomes & Outcomes

A personal outcome is a result of a personal outcome. The personal outcome is a result of a personal outcome.

[illegible]

Strategies

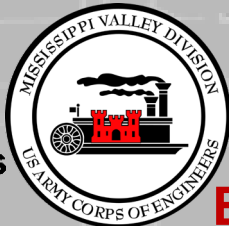
 UNIVERSITY OF ILLINOIS SYSTEM Department of Criminal Justice Administration & Services	 UNIVERSITY OF ILLINOIS SYSTEM Department of Criminal Justice Administration & Services
Strategies to Increase Communication Upon completion of this Strategic Action Plan, you should be able to:	Upon completion of this Strategic Action Plan, you should be able to:
How to Communicate to increase the effectiveness of the message	1. My future message is to... 2. How they feel about the people in my life 3. How they feel about the people in my life 4. How they feel about the people in my life 5. How they feel about the people in my life
Strategic	1. My future message is to... 2. How they feel about the people in my life 3. How they feel about the people in my life 4. How they feel about the people in my life 5. How they feel about the people in my life
Implement policies and procedures that increase communication	1. My future message is to... 2. How they feel about the people in my life 3. How they feel about the people in my life 4. How they feel about the people in my life 5. How they feel about the people in my life
Offer opportunities for education and training	1. My future message is to... 2. How they feel about the people in my life 3. How they feel about the people in my life 4. How they feel about the people in my life 5. How they feel about the people in my life
Develop a communication plan	1. My future message is to... 2. How they feel about the people in my life 3. How they feel about the people in my life 4. How they feel about the people in my life 5. How they feel about the people in my life
Additional Resources:	1. My future message is to... 2. How they feel about the people in my life 3. How they feel about the people in my life 4. How they feel about the people in my life 5. How they feel about the people in my life

FY19 SURVEY RESULTS

- EEO Command Climate Survey
- FEVS



US Army Corps
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and Taking Care of People!



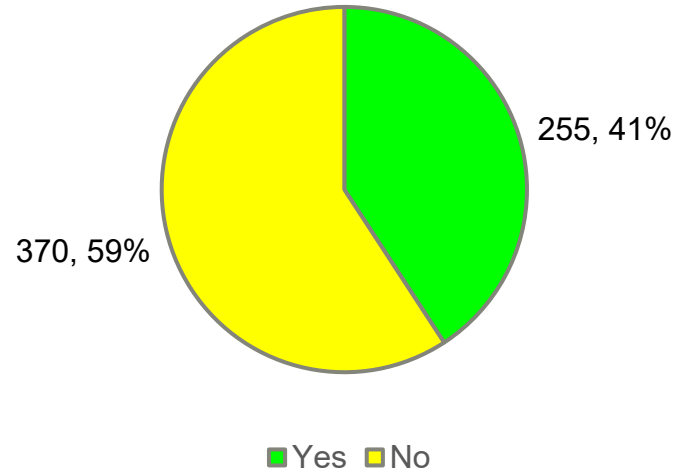


FY19 EEO COMMAND CLIMATE SURVEY

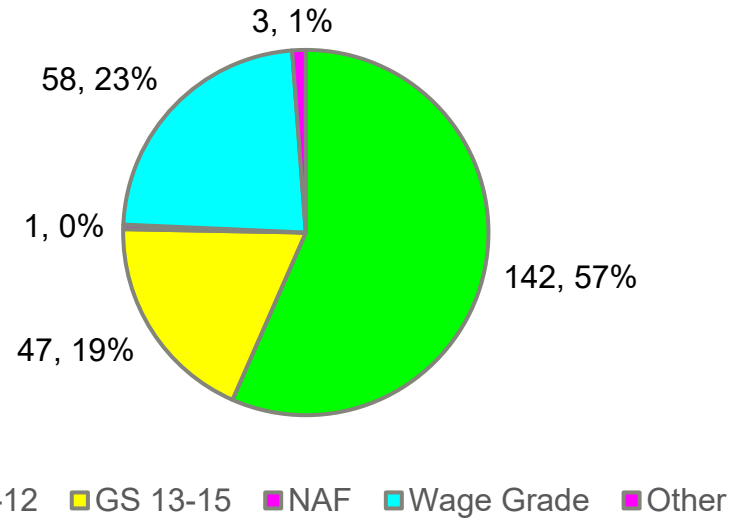
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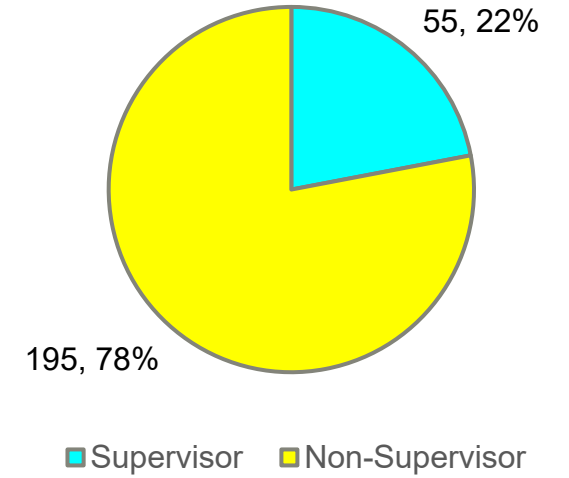
Overall Participation



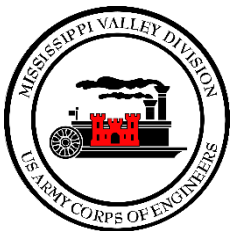
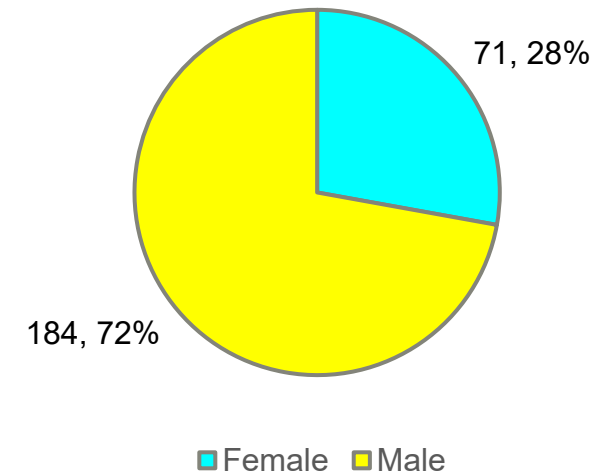
Grade Distribution



Supervisory Distribution



Gender Distribution



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FY19 EEO COMMAND CLIMATE SURVEY

TOP 5 IMPROVEMENT / CAUTION AREAS



Org. Processes

60% (53% Non-Supervisor / 82% Supervisor; 58% Lower Grade / 74% Higher Grade)

- Decisions made after reviewing relevant information (21% Disagree / 18% Neutral)
- Discipline administered fairly (31% Disagree / 22% Neutral)
- Programs in place to address employee concerns (10% Disagree / 21% Neutral)

Senior Leadership

65% (61% Non-Supervisor / 79% Supervisor; 67% Lower Grade / 79% Higher Grade)

- Puts processes in place to facilitate the sharing of information throughout the organization (21% Disagree / 14% Neutral)
- Clarifies our goals and priorities (21% Disagree / 9% Neutral)
- Communicates a clear vision for the future (21% Disagree / 9% Neutral)
- Listens to employee concerns (18% Disagree / 22% Neutral)

Group Cohesion

71% (66% Non-Supervisor / 87% Supervisor; 70% Lower Grade; 85% Higher Grade)

- Workgroup united in trying to reach performance goals (14% Disagree / 9% Neutral)
- We all take responsibility for workgroup performance (21% Disagree / 11% Neutral)
- If members have problems, everyone wants to help to get the team on track (17% Disagree / 14% Neutral)

Inclusion at Work

70% (65% Non-Supervisor / 88% Supervisor; 67% Lower Grade / 88% Higher Grade)

- Workgroup united in trying to reach performance goals (14% Disagree / 9% Neutral)
- We all take responsibility for workgroup performance (21% Disagree / 11% Neutral)
- If members have problems, everyone wants to help to get the team on track (17% Disagree / 14% Neutral)

S.A. Reporting Knowledge

48% (46% Non-Supervisor / 55% Supervisor; 46% Lower Grade / 55% Higher Grade)

- Workgroup united in trying to reach performance goals (14% Disagree / 9% Neutral)
- We all take responsibility for workgroup performance (21% Disagree / 11% Neutral)
- If members have problems, everyone wants to help to get the team on track (17% Disagree / 14% Neutral)



FY19 EEO COMMAND CLIMATE SURVEY

TOP 5 ADEQUATE AREAS (70-89% FAVORABLE)



Engagement

84% (82% Non-Supervisor / 92% Supervisor; 80% Lower Grade / 91% Higher Grade)

- At my workplace, I am mentally resilient (**4% Disagree / 6% Neutral**)
- I am enthusiastic about my work (**13% Disagree / 4% Neutral**)
- Time flies when I am working (**11% Disagree / 10% Neutral**)

Commitment

78% (75% Non-Supervisor / 88% Supervisor; 76% Lower Grade / 91% Higher Grade)

- I feel like “part of the family” in this workgroup (**13% Disagree / 8% Neutral**)
- This workgroup has a great deal of personal meaning to me (**10% Disagree / 10% Neutral**)
- I feel a strong sense of belonging to this workgroup (**14% Disagree / 9% Neutral**)

Job Satisfaction

77% (74% Non-Supervisor / 86% Supervisor; 72% Lower Grade; 87% Higher Grade)

- I like my current job (**12% Disagree / 5% Neutral**)
- I feel satisfied with my current job (**20% Disagree / 7% Neutral**)
- I am happy with my current job (**19% Disagree / 6% Neutral**)

Trust in Leadership

76% (75% Non-Supervisor / 79% Supervisor; 81% Lower Grade / 82% Higher Grade)

- I can rely on my immediate supervisor to act in my org’s best interest (**13% Disagree / 8% Neutral**)
- My immediate supervisor follows through with commitments he or she makes (**16% Disagree / 8% Neutral**)
- I feel comfortable sharing my work difficulties with my immediate supervisor (**20% Disagree / 6% Neutral**)
- My immediate supervisor treats me fairly (**13% Disagree / 9% Neutral**)

Org. Performance

75% (72% Non-Supervisor / 87% Supervisor; 75% Lower Grade / 83% Higher Grade)

- When short suspense tasks arise, people in my org. do an outstanding job handling (**12% Disagree / 9% Neutral**)
- My org’s performance, compared to similar organizations, is high (**11% Disagree / 11% Neutral**)
- My organization makes good use of available resources to accomplish its mission (**20% Disagree / 9% Neutral**)



FY19 EEO COMMAND CLIMATE SURVEY

LOCALLY-DEVELOPED QUESTIONS

5



Most Favorable

9. I would welcome periodic small group sessions where the Colonel engages in a two-way dialog with district employees (**68.3% agree**; **27.1% neutral**)

7. We should continue periodic Town Hall meetings to communicate across the District (**64.2% agree**; **25.6% neutral**)

5. My immediate supervisor keeps me informed with what is happening across the district (**60.7% agree**; **23.2% neutral**)

2. My immediate supervisor clearly communicates expectations and routinely provides constructive feedback (**68.9% agree**; **15% neutral**)

3. I trust members of my chain of command to report a concern, share a good idea or suggest and improvement (**65.9% agree**; **13.7% neutral**)

Least Favorable

4. My work environment and overall District morale is better today than one year ago (**32.6% disagree**; **35.7% neutral**)

10. My workload and deadlines are sufficiently balanced to keep me engaged and productive at a high-level of quality without feeling overwhelmed or burned out (**34.5% disagree**; **18.7% neutral**)

6. Senior leaders (Branch Chief and above) make an effort to get to know me (**28.6% disagree**; **24.3% neutral**)

1. I receive adequate coaching, training and resources to do my job effectively (**21.2% disagree**; **12.9% neutral**)

8. I am satisfied that District leadership evaluates and considers feedback and follow-through regarding the surveys we take (**22.7% disagree**; **23.1% neutral**)



FY19 FEVS: POSITIVE RESPONSES (>80%)

Item	Item Text	Item Respondents N	Positive	Neutral	Negative
Q7	When needed I am willing to put in the extra effort to get a job done.	382	95.1%	3.1%	1.8%
Q13	The work I do is important.	381	91.3%	6.6%	2.1%
Q50	In the last six months, my supervisor has talked with me about my performance.	380	91.1%	6.3%	2.6%
Q8	I am constantly looking for ways to do my job better.	380	90.9%	6.7%	2.4%
Q42	My supervisor supports my need to balance work and other life issues.	376	89.9%	6.0%	4.1%
Q49	My supervisor treats me with respect.	379	89.6%	6.1%	4.3%
Q35	Employees are protected from health and safety hazards on the job.	379	89.1%	7.5%	3.4%
Q28	How would you rate the overall quality of work done by your work unit?	382	88.6%	9.2%	2.2%
Q12	I know how my work relates to the agency's goals.	381	87.9%	9.2%	3.0%
Q29	My work unit has the job-relevant knowledge and skills necessary to accomplish	378	87.1%	9.0%	3.9%
Q48	My supervisor listens to what I have to say.	378	86.7%	6.9%	6.4%
Q39	My agency is successful at accomplishing its mission.	379	85.8%	11.5%	2.6%
Q36	My organization has prepared employees for potential security threats.	381	85.4%	9.3%	5.3%
Q38	Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for	355	84.2%	9.1%	6.7%
Q16	I am held accountable for achieving results.	380	83.6%	11.1%	5.3%
Q6	I know what is expected of me on the job.	381	83.0%	10.9%	6.1%
Q20	The people I work with cooperate to get the job done.	381	81.9%	12.5%	5.7%
Q26	Employees in my work unit share job knowledge with each other.	382	81.6%	11.4%	7.0%
Q5	I like the kind of work I do.	381	81.4%	13.8%	4.8%
Q47	Supervisors in my work unit support employee development.	376	80.9%	10.3%	8.8%
Q51	I have trust and confidence in my supervisor.	379	80.8%	10.0%	9.2%
Q43	My supervisor provides me with opportunities to demonstrate my leadership	379	80.6%	10.9%	8.5%
Q40	I recommend my organization as a good place to work.	381	80.2%	12.1%	7.6%

Sustain!



FY19 FEVS: POSITIVE RESPONSES <65%



Item	Item Text	Item Respondents N	Positive	Neutral	Negative
Q33	Pay raises depend on how well employees perform their jobs.	357	28.8%	33.5%	37.7%
Q24	In my work unit, differences in performance are recognized in a meaningful way.	357	39.8%	35.0%	25.2%
Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will	341	40.3%	33.1%	26.7%
Q67	How satisfied are you with your opportunity to get a better job in your	378	46.5%	29.5%	24.0%
Q53	In my organization, senior leaders generate high levels of motivation and	365	46.6%	29.8%	23.6%
Q22	Promotions in my work unit are based on merit.	365	48.7%	28.1%	23.2%
Q41	I believe the results of this survey will be used to make my agency a better place	369	50.0%	24.6%	25.5%
Q32	Creativity and innovation are rewarded.	367	50.6%	28.7%	20.7%
Q66	How satisfied are you with the policies and practices of your senior leaders?	376	51.6%	31.1%	17.3%
Q9	I have sufficient resources (for example, people, materials, budget) to get my job	380	54.0%	16.2%	29.8%
Q65	How satisfied are you with the recognition you receive for doing a good job?	378	55.5%	23.2%	21.4%
Q30	Employees have a feeling of personal empowerment with respect to work	375	55.8%	25.3%	18.9%
Q25	Awards in my work unit depend on how well employees perform their jobs.	360	56.5%	23.4%	20.1%
Q21	My work unit is able to recruit people with the right skills.	368	57.6%	25.3%	17.1%
Q60	Overall, how good a job do you feel is being done by the manager directly above	364	57.6%	24.1%	18.2%
Q64	How satisfied are you with the information you receive from management on	377	58.0%	22.9%	19.1%
Q10	My workload is reasonable.	380	59.5%	18.6%	22.0%
Q58	Managers promote communication among different work units (for example,	368	59.8%	22.7%	17.5%
Q61	I have a high level of respect for my organization's senior leaders.	371	60.5%	23.8%	15.7%
Q31	Employees are recognized for providing high quality products and services.	379	62.5%	21.7%	15.8%
Q34	Policies and programs promote diversity in the workplace (for example,	355	62.8%	28.4%	8.8%
Q62	Senior leaders demonstrate support for Work-Life programs.	348	63.9%	22.8%	13.3%
Q56	Managers communicate the goals of the organization.	373	63.9%	22.8%	13.3%
Q63	How satisfied are you with your involvement in decisions that affect your work?	377	64.4%	17.0%	18.6%
Q68	How satisfied are you with the training you receive for your present job?	375	64.9%	19.8%	15.2%
Q59	Managers support collaboration across work units to accomplish work objectives.	367	65.0%	21.8%	13.2%

Opportunity!



FY19 FEVS: NEGATIVE RESPONSES >15%

Item	Item Text	Item Respondents N	Positive	Neutral	Negative
Q33	Pay raises depend on how well employees perform their jobs.	357	28.8%	33.5%	37.7%
Q9	I have sufficient resources (for example, people, materials, budget) to get my job	380	54.0%	16.2%	29.8%
Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will	341	40.3%	33.1%	26.7%
Q41	I believe the results of this survey will be used to make my agency a better place	369	50.0%	24.6%	25.5%
Q24	In my work unit, differences in performance are recognized in a meaningful way.	357	39.8%	35.0%	25.2%
Q67	How satisfied are you with your opportunity to get a better job in your	378	46.5%	29.5%	24.0%
Q53	In my organization, senior leaders generate high levels of motivation and	365	46.6%	29.8%	23.6%
Q22	Promotions in my work unit are based on merit.	365	48.7%	28.1%	23.2%
Q10	My workload is reasonable.	380	59.5%	18.6%	22.0%
Q65	How satisfied are you with the recognition you receive for doing a good job?	378	55.5%	23.2%	21.4%
Q32	Creativity and innovation are rewarded.	367	50.6%	28.7%	20.7%
Q25	Awards in my work unit depend on how well employees perform their jobs.	360	56.5%	23.4%	20.1%
Q64	How satisfied are you with the information you receive from management on what's going on in your organization?	377	58.0%	22.9%	19.1%
Q30	Employees have a feeling of personal empowerment with respect to work processes.	375	55.8%	25.3%	18.9%
Q63	How satisfied are you with your involvement in decisions that affect your work?	377	64.4%	17.0%	18.6%
Q60	Overall, how good a job do you feel is being done by the manager directly above	364	57.6%	24.1%	18.2%
Q19	In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful,	381	67.1%	14.7%	18.1%
Q58	Managers promote communication among different work units (for example,	368	59.8%	22.7%	17.5%
Q66	How satisfied are you with the policies and practices of your senior leaders?	376	51.6%	31.1%	17.3%
Q21	My work unit is able to recruit people with the right skills.	368	57.6%	25.3%	17.1%
Q31	Employees are recognized for providing high quality products and services.	379	62.5%	21.7%	15.8%
Q61	I have a high level of respect for my organization's senior leaders.	371	60.5%	23.8%	15.7%
Q68	How satisfied are you with the training you receive for your present job?	375	64.9%	19.8%	15.2%
Q54	My organization's senior leaders maintain high standards of honesty and	350	65.9%	18.9%	15.2%

Improve!



FY19 FEVS: NEUTRAL RESPONSES >25%



Influence!

Item	Item Text	Item Respondents N	Positive	Neutral	Negative
Q24	In my work unit, differences in performance are recognized in a meaningful way.	357	39.8%	35.0%	25.2%
Q33	Pay raises depend on how well employees perform their jobs.	357	28.8%	33.5%	37.7%
Q23	In my work unit, steps are taken to deal with a poor performer who cannot or will	341	40.3%	33.1%	26.7%
Q66	How satisfied are you with the policies and practices of your senior leaders?	376	51.6%	31.1%	17.3%
Q53	In my organization, senior leaders generate high levels of motivation and	365	46.6%	29.8%	23.6%
Q67	How satisfied are you with your opportunity to get a better job in your	378	46.5%	29.5%	24.0%
Q32	Creativity and innovation are rewarded.	367	50.6%	28.7%	20.7%
Q34	Policies and programs promote diversity in the workplace (for example,	355	62.8%	28.4%	8.8%
Q22	Promotions in my work unit are based on merit.	365	48.7%	28.1%	23.2%
Q30	Employees have a feeling of personal empowerment with respect to work	375	55.8%	25.3%	18.9%
Q21	My work unit is able to recruit people with the right skills.	368	57.6%	25.3%	17.1%



FY19 FEVS: EMPLOYEE ENGAGEMENT TRENDS

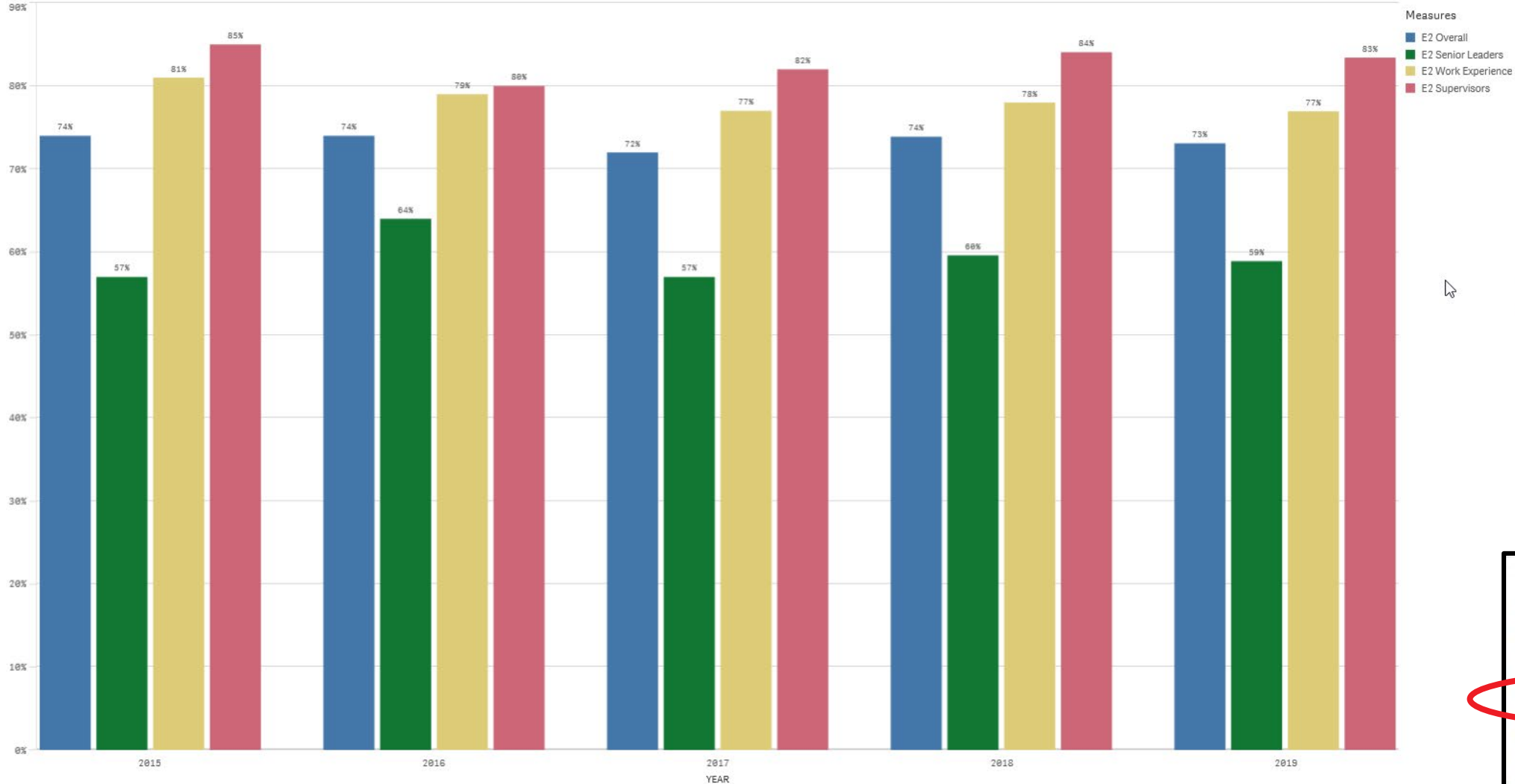
Static Trends!

10



Employee Engagement Trends

Employee Engagement Trends



UNCLASSIFIED//FOUO

Q DISTR/OFC

- LRD Detroit District
- LRD Huntington District
- LRD Louisville District
- LRD Nashville District
- LRD Pittsburgh District
- MDC
- MVD *All
- MVD *Div HQs
- MVD Memphis District
- MVD New Orleans District
- MVD Rock Island District
- MVD St Louis District
- MVD St Paul District**
- MVD Vicksburg District
- NAD *All
- NAD *Div HQs
- NAD Baltimore District
- NAD Europe District
- NAD New England District
- NAD New York District
- NAD Norfolk District
- NAD Philadelphia District
- NAD Washington Aqueduct District

Measures

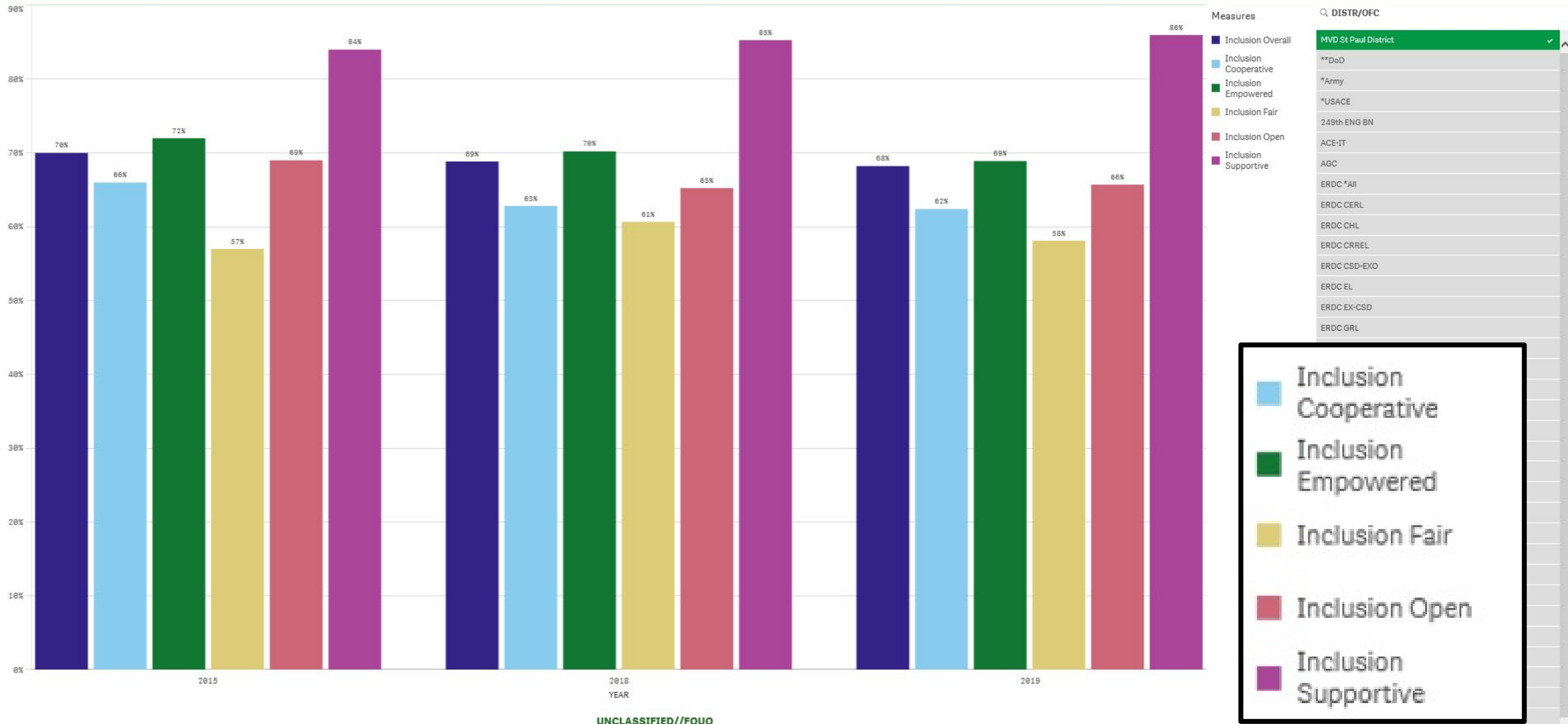
- E2 Overall
- E2 Senior Leaders**
- E2 Work Experience
- E2 Supervisors



FY19 FEVS: INCLUSION TRENDS



Inclusion Trends





FY19 FEVS: EMPLOYEE ENGAGEMENT IN MVD

12



Employee Engagement - Top MSCs



Employee Engagement - Overall

DISTR/OFC	YEAR	Employee Engagement: Overall
MVD *Div HQs	2019	0.87076943
MVD Vicksburg District	2019	0.81209011
MVD New Orleans District	2019	0.76979126
MVD *All	2019	0.76505971
MVD St Louis District	2019	0.76168527
MVD Rock Island District	2019	0.74328076
MVD Memphis District	2019	0.73315714
MVD St Paul District	2019	0.73086614

Employee Engagement - Leaders Lead

DISTR/OFC	YEAR	Employee Engagement: Leaders Lead
MVD *Div HQs	2019	0.8365678
MVD Vicksburg District	2019	0.75500102
MVD New Orleans District	2019	0.68356703
MVD *All	2019	0.67552184
MVD St Louis District	2019	0.66659255
MVD Rock Island District	2019	0.65302052
MVD Memphis District	2019	0.64502259
MVD St Paul District	2019	0.58902373

Employee Engagement - Supervisors

DISTR/OFC	YEAR	Employee Engagement: Supervisors
MVD *Div HQs	2019	0.88411718
MVD Vicksburg District	2019	0.85055548
MVD St Paul District	2019	0.83415148
MVD New Orleans District	2019	0.83022719
MVD *All	2019	0.82426401
MVD St Louis District	2019	0.82040785
MVD Rock Island District	2019	0.80384039
MVD Memphis District	2019	0.77404213

Employee Engagement - Intrinsic Work Experience

DISTR/OFC	YEAR	Employee Engagement: Intrinsic Work Experience
MVD *Div HQs	2019	0.8916233
MVD Vicksburg District	2019	0.83071383
MVD St Louis District	2019	0.79805541
MVD New Orleans District	2019	0.79557954
MVD *All	2019	0.79539327
MVD Memphis District	2019	0.7804067
MVD Rock Island District	2019	0.77298137
MVD St Paul District	2019	0.76942323



FY19 FEVS: LOWEST ENGAGEMENT IN USACE

13



Employee Engagement - Bottom MSCs

YEAR

MSC

DISTR/OFC

Employee Engagement - Overall

DISTR/OFC	YEAR	Employee Engagement: Overall
SAD *Div HQs	2019	0.64082259
POD Japan District	2019	0.66450819
NAD Europe District	2019	0.67397694
TAD Afghanistan District (TAA)	2019	0.67724879
LRD Pittsburgh District	2019	0.68172101
NWD Portland District	2019	0.69395921
NWD Seattle District	2019	0.69471682
NAD Washington Aqueduct District	2019	0.70457718
NAD New York District	2019	0.70489238
NAD Baltimore District	2019	0.71071717
POD Alaska District	2019	0.71136903
NWD Walla Walla District	2019	0.71403701
SPD *Div HQs	2019	0.71425751

Employee Engagement - Supervisors

DISTR/OFC	YEAR	Employee Engagement: Supervisors
TAD Afghanistan District (TAA)	2019	0.65616627
SAD *Div HQs	2019	0.67791006
NAD Washington Aqueduct District	2019	0.7149049
NAD Europe District	2019	0.7550848
NAD New York District	2019	0.76194922
LRD Pittsburgh District	2019	0.77222564
SAD Mobile District	2019	0.7728584
MVD Memphis District	2019	0.77404213
POD Japan District	2019	0.7796846
NWD Portland District	2019	0.78044657
LRD Nashville District	2019	0.78203022
NWD Seattle District	2019	0.78415285
SPD *Div HQs	2019	0.78656156
SAD Savannah District	2019	0.78697098
NWD Walla Walla District	2019	0.78820179
NAD Baltimore District	2019	0.78849823

Employee Engagement - Leaders Lead

Leaders Lead

DISTR/OFC	YEAR	Employee Engagement: Leaders Lead
POD Japan District	2019	0.48584001
POD Alaska District	2019	0.53275305
NAD Europe District	2019	0.53376739
LRD Pittsburgh District	2019	0.54518975
NWD Seattle District	2019	0.54794289
NWD Portland District	2019	0.56302359
SAD *Div HQs	2019	0.56975609
SPD Albuquerque District	2019	0.58309615
NAD Baltimore District	2019	0.58700333
MVD St Paul District	2019	0.58902373
LRD Nashville District	2019	0.59067656
POD *All	2019	0.59346311
NWD Omaha District	2019	0.59535633

Employee Engagement - Intrinsic Work Experience

DISTR/OFC	YEAR	Employee Engagement: Intrinsic Work Experience
SAD *Div HQs	2019	0.67480162
SPD *Div HQs	2019	0.71928629
LRD Pittsburgh District	2019	0.72774764
POD Japan District	2019	0.72799995
NAD Europe District	2019	0.73307862
NWD Portland District	2019	0.73840747
TAD Afghanistan District (TAA)	2019	0.74732822
NAD New York District	2019	0.74954072
SAD Savannah District	2019	0.75120915
NWD Seattle District	2019	0.75205472
LRD Detroit District	2019	0.75442404
SWD Fort Worth District	2019	0.75613755
NAD Baltimore District	2019	0.75664995
SAD Mobile District	2019	0.75678521
NWD Walla Walla District	2019	0.75806625
NWD *All	2019	0.76418289



CDR'S ASSESSMENT (EEO + FEVS)



1. Overall, our climate is fairly positive but we can raise the bar. There are some fairly isolated areas / organizations of concern that Division Chiefs should address. Our FEVS has been fairly consistent over the last several years which leads one to question our investment, commitment, and effectiveness when it comes to action plans and follow-through.
2. First line supervisor effectiveness is for the most part positive; the most room for improvement is with senior leader effectiveness (branch chief and above). Some behaviors we can consider:
 - Take ownership rather than assign blame for undesirable results → How we react to problems matters
 - Hold poor performers accountable → Conducting effective performance management is critical
 - Conduct timely, authentic and effective recognition → Never underestimate the power of this skill
 - Invest in Communication, Presence, and Connectedness → You can never do too little...must force it!
 - Communicate clear vision, priorities, and goals → SGM focus
 - Resourcing for success / staying disciplined to cost-schedule-quality parameters → Delivery AAR
 - Enhance our emotional intelligence: Demonstrate we are listening / show efforts to change / be open to feedback / self-awareness and self-regulation → Look in the mirror and be intentional about self-improvement
 - Go out of our way to conduct fair hiring practices → EEO inclusion
 - Consider transparency and consistency with performance awards → We are generating negative perceptions
 - Are we burning our people out? → Doing too much / too fast when it comes to diversification / spt for others?
 - Are we over-controlling or is there room for powering down / more empowerment?
3. A large portion of our workforce is neutral on the responses...this is the group we can most positively (or negatively) influence.

**Table A1: TOTAL WORKFORCE - Distribution by Race/Ethnicity and Sex by FY
(CESTP, FY 2020)**

[illegible]

**Table A3-1-1: OCCUPATIONAL GROUPS - Distribution by Race/Ethnicity and Sex
(CESTP, FY 2020)**

Occupational Groups		Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials and Managers	#	88	60	28	0	3	59	20	1	4	0	1	0	0	0	0	0	0
Professionals	#	290	196	94	2	2	187	86	2	3	3	2	0	0	1	0	1	1
Technicians	#	29	21	8	0	0	20	7	0	0	1	1	0	0	0	0	0	0
Administrative Support Workers	#	33	6	27	0	0	4	23	2	2	0	2	0	0	0	0	0	0
Craft Workers	#	62	57	5	0	0	56	4	0	0	0	0	0	0	0	0	1	1
Operatives	#	147	135	12	0	0	131	12	1	0	2	0	0	0	1	0	0	0
Laborers and Helpers	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Service Workers	#	21	13	8	0	0	13	8	0	0	0	0	0	0	0	0	0	0
n/a	#	4	1	3	0	0	1	3	0	0	0	0	0	0	0	0	0	0
Total		676	490	186	2	5	472	164	6	9	6	6	0	0	2	0	2	2
Officials and Managers	%	100.00%	68.18%	31.81%	0.00%	3.40%	67.04%	22.72%	1.13%	4.54%	0.00%	1.13%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Officials and Managers CLF 2010	%	100.00%	56.11%	43.89%	3.76%	3.48%	45.70%	32.65%	3.62%	5.03%	2.11%	1.78%	0.05%	0.06%	0.23%	0.23%	0.65%	0.66%
Professionals	%	100.00%	67.58%	32.41%	0.68%	0.68%	64.48%	29.65%	0.68%	1.03%	1.03%	0.68%	0.00%	0.00%	0.34%	0.00%	0.34%	0.34%
Professionals CLF 2010	%	100.00%	45.30%	54.70%	2.62%	3.48%	36.00%	41.45%	3.01%	5.45%	2.86%	3.24%	0.04%	0.05%	0.16%	0.26%	0.59%	0.79%
Technicians	%	100.00%	72.41%	27.58%	0.00%	0.00%	68.96%	24.13%	0.00%	0.00%	3.44%	3.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Technicians CLF 2010	%	100.00%	36.76%	63.24%	3.43%	4.75%	26.86%	45.25%	3.45%	9.15%	2.15%	2.72%	0.06%	0.06%	0.22%	0.39%	0.60%	0.92%
Administrative Support Workers	%	100.00%	18.18%	81.81%	0.00%	0.00%	12.12%	69.69%	6.06%	6.06%	0.00%	6.06%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Administrative Support Workers CLF 2010	%	100.00%	24.72%	75.28%	3.05%	7.72%	16.51%	55.66%	3.64%	8.36%	0.91%	1.90%	0.04%	0.11%	0.14%	0.46%	0.43%	1.05%
Craft Workers	%	100.00%	91.93%	8.06%	0.00%	0.00%	90.32%	6.45%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.61%	1.61%
Craft Workers CLF 2010	%	100.00%	95.50%	4.50%	10.28%	0.41%	74.20%	3.28%	7.16%	0.54%	1.64%	0.14%	0.15%	0.01%	0.80%	0.05%	1.27%	0.07%
Operatives	%	100.00%	91.83%	8.16%	0.00%	0.00%	89.11%	8.16%	0.68%	0.00%	1.36%	0.00%	0.00%	0.00%	0.68%	0.00%	0.00%	0.00%
Operatives CLF 2010	%	100.00%	70.31%	29.69%	8.94%	4.45%	47.26%	17.30%	10.48%	5.72%	2.09%	1.61%	0.11%	0.04%	0.50%	0.21%	0.94%	0.35%
Laborers and Helpers	%	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%
Laborers and Helpers CLF 2010	%	100.00%	81.95%	18.05%	12.01%	2.15%	53.85%	12.91%	12.72%	2.16%	1.15%	0.34%	0.17%	0.03%	0.72%	0.17%	1.34%	0.30%
Service Workers	%	100.00%	61.90%	38.09%	0.00%	0.00%	61.90%	38.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Service Workers CLF 2010	%	100.00%	48.71%	51.29%	6.47%	5.73%	30.88%	32.65%	8.49%	10.10%	1.44%	1.32%	0.10%	0.09%	0.43%	0.49%	0.91%	0.92%
n/a	%	100.00%	25.00%	75.00%	0.00%	0.00%	25.00%	75.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
n/a CLF 2010	%	0.00%	0.00%	0.00%	0.00%	0.00%	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	%	100.00%	72.48%	27.51%	0.29%	0.73%	69.82%	24.26%	0.88%	1.33%	0.88%	0.88%	0.00%	0.00%	0.29%	0.00%	0.29%	0.29%
General CLF 2010	%	100.00%	51.86%	48.14%	5.17%	4.79%	38.33%	34.02%	5.38%	6.41%	1.83%	1.78%	0.07%	0.07%	0.32%	0.32%	0.75%	0.76%
Administrative Support Workers	%	4.88%	1.22%	14.51%	0.00%	0.00%	0.84%	14.02%	33.33%	22.22%	0.00%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Craft Workers	%	9.17%	11.63%	2.68%	0.00%	0.00%	11.86%	2.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%
Laborers and Helpers	%	0.29%	0.20%	0.53%	0.00%	0.00%	0.21%	0.60%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
n/a	%	0.59%	0.20%	1.61%	0.00%	0.00%	0.21%	1.82%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Officials and Managers	%	13.01%	12.24%	15.05%	0.00%	60.00%	12.50%	12.19%	16.66%	44.44%	0.00%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Operatives	%	21.74%	27.55%	6.45%	0.00%	0.00%	27.75%	7.31%	16.66%	0.00%	33.33%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%
Professionals	%	42.89%	40.00%	50.53%	100.00%	40.00%	39.61%	52.43%	33.33%	33.33%	50.00%	33.33%	0.00%	0.00%	50.00%	0.00%	50.00%	50.00%
Service Workers	%	3.10%	2.65%	4.30%	0.00%	0.00%	2.75%	4.87%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Technicians	%	4.28%	4.28%	4.30%	0.00%	0.00%	4.23%	4.26%	0.00%	0.00%	16.66%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	%	100.00%	72.48%	27.51%	0.29%	0.73%	69.82%	24.26%	0.88%	1.33%	0.88%	0.88%	0.00%	0.00%	0.29%	0.00%	0.29%	0.29%

**Table A3-4 DISTRIBUTION BY PAY PLANS - Distribution by Race/Ethnicity and Sex
(CESTP, FY 2020)**

Pay Plans			Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)										Two or more races	
			All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Male	Female
								Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Curr Pay Plan	Curr Pay Plan Desc																		
GS	GENERAL SCHEDULE	#	444	280	164	2	5	268	143	4	9	4	6	0	0	1	0	1	1
	Percent	%	100.00%	63.06%	36.93%	0.45%	1.12%	60.36%	32.20%	0.90%	2.02%	0.90%	1.35%	0.00%	0.00%	0.22%	0.00%	0.22%	0.22%
WA	NAV LOCK&DAM SUPV	#	21	17	4	0	0	17	3	0	0	0	0	0	0	0	0	0	1
	Percent	%	100.00%	80.95%	19.04%	0.00%	0.00%	80.95%	14.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.76%
WG	WAGE GRADE - NONSUPERVISORY PAY SCH	#	12	12	0	0	0	12	0	0	0	0	0	0	0	0	0	0	0
	Percent	%	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%
WY	NAV LOCK&DAM NONSUPV	#	123	110	13	0	0	105	13	1	0	2	0	0	0	1	0	1	0
	Percent	%	100.00%	89.43%	10.56%	0.00%	0.00%	85.36%	10.56%	0.81%	0.00%	1.62%	0.00%	0.00%	0.00%	0.81%	0.00%	0.81%	0.00%
XF	FLOATING PLANT/NONSUPV	#	46	42	4	0	0	42	4	0	0	0	0	0	0	0	0	0	0
	Percent	%	100.00%	91.30%	8.69%	0.00%	0.00%	91.30%	8.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
XG	FLOATING PLANT/LEADER	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	Percent	%	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%
XH	FLOATING PLANT/SUPV	#	29	28	1	0	0	27	1	1	0	0	0	0	0	0	0	0	0
	Percent	%	100.00%	96.55%	3.44%	0.00%	0.00%	93.10%	3.44%	3.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Total	#	676	490	186	2	5	472	164	6	9	6	6	0	0	2	0	2	2
	Total	%	100.00%	72.48%	27.51%	0.29%	0.73%	69.82%	24.26%	0.88%	1.33%	0.88%	0.88%	0.00%	0.00%	0.29%	0.00%	0.29%	0.29%
	General CLF 2000	%	100.00%	51.86%	48.14%	5.17%	4.79%	38.33%	34.02%	5.38%	6.41%	1.83%	1.78%	0.07%	0.07%	0.32%	0.32%	0.75%	0.76%
GS	GENERAL SCHEDULE	%	100.00%	63.06%	36.93%	0.45%	1.12%	60.36%	32.20%	0.90%	2.02%	0.90%	1.35%	0.00%	0.00%	0.22%	0.00%	0.22%	0.22%
WA	NAV LOCK&DAM SUPV	%	100.00%	80.95%	19.04%	0.00%	0.00%	80.95%	14.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.76%
WG	WAGE GRADE - NONSUPERVISORY PAY SCH	%	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%
WY	NAV LOCK&DAM NONSUPV	%	100.00%	89.43%	10.56%	0.00%	0.00%	85.36%	10.56%	0.81%	0.00%	1.62%	0.00%	0.00%	0.00%	0.81%	0.00%	0.81%	0.00%
XF	FLOATING PLANT/NONSUPV	%	100.00%	91.30%	8.69%	0.00%	0.00%	91.30%	8.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
XG	FLOATING PLANT/LEADER	%	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%
XH	FLOATING PLANT/SUPV	%	100.00%	96.55%	3.44%	0.00%	0.00%	93.10%	3.44%	3.44%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
GS	GENERAL SCHEDULE	%	65.68%	57.14%	88.17%	100.00%	100.00%	56.77%	87.19%	66.66%	100.00%	66.66%	100.00%	0.00%	0.00%	50.00%	0.00%	50.00%	50.00%
WA	NAV LOCK&DAM SUPV	%	3.10%	3.46%	2.15%	0.00%	0.00%	3.60%	1.82%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%
WG	WAGE GRADE - NONSUPERVISORY PAY SCH	%	1.77%	2.44%	0.00%	0.00%	0.00%	2.54%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
WY	NAV LOCK&DAM NONSUPV	%	18.19%	22.44%	6.98%	0.00%	0.00%	22.24%	7.92%	16.66%	0.00%	33.33%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%
XF	FLOATING PLANT/NONSUPV	%	6.80%	8.57%	2.15%	0.00%	0.00%	8.89%	2.43%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
XG	FLOATING PLANT/LEADER	%	0.14%	0.20%	0.00%	0.00%	0.00%	0.21%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
XH	FLOATING PLANT/SUPV	%	4.28%	5.71%	0.53%	0.00%	0.00%	5.72%	0.60%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	Total	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	0.00%	100.00%	0.00%	100.00%	100.00%

**Table A4-1 : PARTICIPATION RATES ACROSS GENERAL SCHEDULE (GS) GRADES by Race/Ethnicity and Sex
(CESTP , FY 2020)**

GS/GM, and Related Grades		Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Total GS/GM/GG/GR/GP	#	444	280	164	2	5	268	143	4	9	4	6	0	0	1	0	1	1
Grade - 4	#	16	11	5	0	0	11	5	0	0	0	0	0	0	0	0	0	0
Grade - 5	#	14	4	10	0	0	3	9	1	0	0	1	0	0	0	0	0	0
Grade - 6	#	15	3	12	0	0	2	9	1	2	0	1	0	0	0	0	0	0
Grade - 7	#	28	8	20	0	0	7	20	1	0	0	0	0	0	0	0	0	0
Grade - 8	#	5	3	2	0	0	3	2	0	0	0	0	0	0	0	0	0	0
Grade - 9	#	39	28	11	0	0	27	9	0	1	1	1	0	0	0	0	0	0
Grade - 11	#	74	47	27	1	3	44	21	0	3	1	0	0	0	0	0	1	0
Grade - 12	#	149	105	44	1	1	102	37	0	3	1	2	0	0	1	0	0	1
Grade - 13	#	77	50	27	0	1	49	25	1	0	0	1	0	0	0	0	0	0
Grade - 14	#	21	16	5	0	0	15	5	0	0	1	0	0	0	0	0	0	0
Grade - 15	#	6	5	1	0	0	5	1	0	0	0	0	0	0	0	0	0	0
Total Non Wage Grade Pay Plans	#	444	280	164	2	5	268	143	4	9	4	6	0	0	1	0	1	1
General CLF 2000	%	100.00%	51.86%	48.14%	5.17%	4.79%	38.33%	34.02%	5.38%	6.41%	1.83%	1.78%	0.07%	0.07%	0.32%	0.32%	0.75%	0.76%
Grade - 4	%	100.00%	68.75%	31.25%	0.00%	0.00%	68.75%	31.25%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 5	%	100.00%	28.57%	71.42%	0.00%	0.00%	21.42%	64.28%	7.14%	0.00%	0.00%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 6	%	100.00%	20.00%	80.00%	0.00%	0.00%	13.33%	60.00%	6.66%	13.33%	0.00%	6.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 7	%	100.00%	28.57%	71.42%	0.00%	0.00%	25.00%	71.42%	3.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 8	%	100.00%	60.00%	40.00%	0.00%	0.00%	60.00%	40.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 9	%	100.00%	71.79%	28.20%	0.00%	0.00%	69.23%	23.07%	0.00%	2.56%	2.56%	2.56%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 11	%	100.00%	63.51%	36.48%	1.35%	4.05%	59.45%	28.37%	0.00%	4.05%	1.35%	0.00%	0.00%	0.00%	0.00%	0.00%	1.35%	0.00%
Grade - 12	%	100.00%	70.46%	29.53%	0.67%	0.67%	68.45%	24.83%	0.00%	2.01%	0.67%	1.34%	0.00%	0.00%	0.67%	0.00%	0.00%	0.67%
Grade - 13	%	100.00%	64.93%	35.06%	0.00%	1.29%	63.63%	32.46%	1.29%	0.00%	0.00%	1.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 14	%	100.00%	76.19%	23.80%	0.00%	0.00%	71.42%	23.80%	0.00%	0.00%	4.76%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 15	%	100.00%	83.33%	16.66%	0.00%	0.00%	83.33%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Non Wage Grade Pay Plans	%	100.00%	63.06%	36.93%	0.45%	1.12%	60.36%	32.20%	0.90%	2.02%	0.90%	1.35%	0.00%	0.00%	0.22%	0.00%	0.22%	0.22%
Grade - 4	%	3.60%	3.92%	3.04%	0.00%	0.00%	4.10%	3.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 5	%	3.15%	1.42%	6.09%	0.00%	0.00%	1.11%	6.29%	25.00%	0.00%	0.00%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 6	%	3.37%	1.07%	7.31%	0.00%	0.00%	0.74%	6.29%	25.00%	22.22%	0.00%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 7	%	6.30%	2.85%	12.19%	0.00%	0.00%	2.61%	13.98%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 8	%	1.12%	1.07%	1.21%	0.00%	0.00%	1.11%	1.39%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 9	%	8.78%	10.00%	6.70%	0.00%	0.00%	10.07%	6.29%	0.00%	11.11%	25.00%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 11	%	16.66%	16.78%	16.46%	50.00%	60.00%	16.41%	14.68%	0.00%	33.33%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
Grade - 12	%	33.55%	37.50%	26.82%	50.00%	20.00%	38.05%	25.87%	0.00%	33.33%	25.00%	33.33%	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%
Grade - 13	%	17.34%	17.85%	16.46%	0.00%	20.00%	18.28%	17.48%	25.00%	0.00%	0.00%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 14	%	4.72%	5.71%	3.04%	0.00%	0.00%	5.59%	3.49%	0.00%	0.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 15	%	1.35%	1.78%	0.60%	0.00%	0.00%	1.86%	0.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Non Wage Grade Pay Plans	%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	0.00%	100.00%	0.00%	100.00%	100.00%

**Table A5: PARTICIPATION RATES ACROSS WAGE GRADES by Race/Ethnicity and Sex
(CESTP, FY 2020)**

Wage and Related Grades		Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Grade - 3	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Grade - 4	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade - 5	#	20	18	2	0	0	17	2	0	0	1	0	0	0	0	0	0	0
Grade - 6	#	17	16	1	0	0	16	1	0	0	0	0	0	0	0	0	0	0
Grade - 7	#	20	19	1	0	0	18	1	1	0	0	0	0	0	0	0	0	0
Grade - 8	#	74	66	8	0	0	65	8	0	0	1	0	0	0	0	0	0	0
Grade - 9	#	57	53	4	0	0	51	4	1	0	0	0	0	0	1	0	0	0
Grade - 10	#	24	20	4	0	0	20	3	0	0	0	0	0	0	0	0	0	1
Grade - 11	#	13	12	1	0	0	11	1	0	0	0	0	0	0	0	0	1	0
Grade - 12	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
Grade - 13	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade - 14	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Grade - 15	#	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grade - 16	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Grade - 17	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Total	#	232	210	22	0	0	204	21	2	0	2	0	0	0	1	0	1	1
Grade - 3	%	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%
Grade - 4	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 5	%	100.00%	90.00%	10.00%	0.00%	0.00%	85.00%	10.00%	0.00%	0.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 6	%	100.00%	94.11%	5.88%	0.00%	0.00%	94.11%	5.88%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 7	%	100.00%	95.00%	5.00%	0.00%	0.00%	90.00%	5.00%	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 8	%	100.00%	89.18%	10.81%	0.00%	0.00%	87.83%	10.81%	0.00%	0.00%	1.35%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 9	%	100.00%	92.98%	7.01%	0.00%	0.00%	89.47%	7.01%	1.75%	0.00%	0.00%	0.00%	0.00%	0.00%	1.75%	0.00%	0.00%	0.00%
Grade - 10	%	100.00%	83.33%	16.66%	0.00%	0.00%	83.33%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.16%
Grade - 11	%	100.00%	92.30%	7.69%	0.00%	0.00%	84.61%	7.69%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.69%	0.00%
Grade - 12	%	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%
Grade - 13	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 14	%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 15	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 16	%	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%
Grade - 17	%	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	%	100.00%	90.51%	9.48%	0.00%	0.00%	87.93%	9.05%	0.86%	0.00%	0.86%	0.00%	0.00%	0.00%	0.43%	0.00%	0.43%	0.43%
Grade - 3	%	0.86%	0.47%	4.54%	0.00%	0.00%	0.49%	4.76%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 4	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 5	%	8.62%	8.57%	9.09%	0.00%	0.00%	8.33%	9.52%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 6	%	7.32%	7.61%	4.54%	0.00%	0.00%	7.84%	4.76%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 7	%	8.62%	9.04%	4.54%	0.00%	0.00%	8.82%	4.76%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 8	%	31.89%	31.42%	36.36%	0.00%	0.00%	31.86%	38.09%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 9	%	24.56%	25.23%	18.18%	0.00%	0.00%	25.00%	19.04%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
Grade - 10	%	10.34%	9.52%	18.18%	0.00%	0.00%	9.80%	14.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%
Grade - 11	%	5.60%	5.71%	4.54%	0.00%	0.00%	5.39%	4.76%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
Grade - 12	%	0.86%	0.95%	0.00%	0.00%	0.00%	0.98%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 13	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 14	%	0.43%	0.47%	0.00%	0.00%	0.00%	0.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 15	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 16	%	0.43%	0.47%	0.00%	0.00%	0.00%	0.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grade - 17	%	0.43%	0.47%	0.00%	0.00%	0.00%	0.49%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total	%	100.00%	100.00%	100.00%	0.00%	0.00%	100.00%	100.00%	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	100.00%

**Table A6-1: DISTRIBUTION BY MAJOR OCCUPATIONS Distribution by Race/Ethnicity and Sex
(CESTP, FY 2020)**

Job Title/Series		Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
5426 - LOCK & DAM OPERATING	#	119	107	12	0	0	103	12	1	0	2	0	0	0	1	0	0	0
Percent	%	100.00%	89.91%	10.08%	0.00%	0.00%	86.55%	10.08%	0.84%	0.00%	1.68%	0.00%	0.00%	0.00%	0.84%	0.00%	0.00%	0.00%
53-60XX - Miscellaneous Transportation Workers	%	100.00%	86.30%	13.80%	9.60%	1.50%	59.30%	9.30%	11.60%	2.30%	3.20%	0.10%	0.50%	0.00%	0.40%	0.20%	1.60%	0.20%
810 - CIVIL ENGINEERING	#	110	83	27	1	1	79	22	1	2	2	1	0	0	0	0	0	1
Percent	%	100.00%	75.45%	24.54%	0.90%	0.90%	71.81%	20.00%	0.90%	1.81%	1.81%	0.90%	0.00%	0.00%	0.00%	0.00%	0.00%	0.90%
17-2051 - Civil Engineers	%	100.00%	89.90%	10.10%	3.70%	0.60%	74.10%	7.50%	2.90%	0.60%	7.40%	1.10%	0.00%	0.00%	0.30%	0.10%	1.30%	0.20%
401 - GEN NATURAL RESOURCES MGMT AND PROTECTIVE SERVICES	#	94	60	34	1	0	58	33	0	0	0	1	0	0	1	0	0	0
Percent	%	100.00%	63.82%	36.17%	1.06%	0.00%	61.70%	35.10%	0.00%	0.00%	0.00%	1.06%	0.00%	0.00%	1.06%	0.00%	0.00%	0.00%
19-1020 - Biological Scientists	%	100.00%	55.90%	44.10%	1.90%	2.10%	47.30%	35.00%	1.20%	1.80%	4.10%	4.30%	0.00%	0.00%	0.40%	0.20%	0.90%	0.60%
5318 - LOCK AND DAM REPAIRING	#	25	20	5	0	0	19	4	0	0	0	0	0	0	0	0	1	1
Percent	%	100.00%	80.00%	20.00%	0.00%	0.00%	76.00%	16.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.00%	4.00%
49-9042 - Maintenance and Repair Workers	%	100.00%	95.90%	4.10%	12.10%	0.50%	70.10%	2.60%	9.10%	0.70%	2.10%	0.10%	0.10%	0.00%	0.80%	0.10%	1.70%	0.00%
5788 - DECKHAND	#	16	16	0	0	0	16	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
53-5011 - Sailors and Marine Oilers	%	100.00%	94.50%	5.50%	6.30%	0.60%	71.00%	3.60%	11.20%	0.80%	2.40%	0.20%	0.20%	0.10%	1.40%	0.10%	1.70%	0.00%
25 - PARK RANGER	#	16	12	4	0	0	12	4	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	75.00%	25.00%	0.00%	0.00%	75.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
33-909X - Lifeguards and Other Protective Services	%	100.00%	43.40%	56.60%	3.00%	3.60%	34.80%	45.00%	3.10%	5.70%	0.80%	0.80%	0.20%	0.10%	0.40%	0.50%	1.00%	1.00%
303 - MISCELLANEOUS CLERK & ASSISTANT	#	15	2	13	0	0	1	11	1	1	0	1	0	0	0	0	0	0
Percent	%	100.00%	13.33%	86.66%	0.00%	0.00%	6.66%	73.33%	6.66%	6.66%	0.00%	6.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
43-9199 - Office and Administrative Support	%	100.00%	26.60%	73.40%	2.30%	5.80%	19.70%	54.70%	2.80%	8.90%	1.10%	2.30%	0.00%	0.10%	0.20%	0.50%	0.40%	1.20%
5784 - RIVERBOAT OPERATING	#	14	14	0	0	0	13	0	1	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	100.00%	0.00%	0.00%	0.00%	92.85%	0.00%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
53-5020 - Ship and Boat Captains and Operators	%	100.00%	97.10%	2.90%	3.50%	0.00%	87.40%	2.50%	2.40%	0.20%	0.70%	0.10%	0.20%	0.00%	1.30%	0.00%	1.70%	0.00%
4749 - MAINTENANCE MECHANIC	#	12	12	0	0	0	12	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
49-9042 - Maintenance and Repair Workers	%	100.00%	95.90%	4.10%	12.10%	0.50%	70.10%	2.60%	9.10%	0.70%	2.10%	0.10%	0.10%	0.00%	0.80%	0.10%	1.70%	0.00%
1102 - CONTRACTING	#	10	8	2	0	0	8	2	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	80.00%	20.00%	0.00%	0.00%	80.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
13-1023 - Purchasing Agents, Except Wholesale and Retail Trade	%	100.00%	47.00%	53.00%	2.90%	3.20%	39.80%	42.70%	2.50%	4.70%	1.00%	1.30%	0.00%	0.10%	0.20%	0.30%	0.40%	0.80%
809 - CONSTRUCTION CONTROL TECHNICIAN	#	10	8	2	0	0	8	2	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	80.00%	20.00%	0.00%	0.00%	80.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

47-4011 - Construction and Building Inspection	%	100.00%	90.20%	9.80%	5.50%	0.80%	74.50%	7.20%	6.50%	1.40%	1.50%	0.10%	0.10%	0.00%	0.70%	0.10%	1.20%	0.10%
1170 - REALTY	#	9	5	4	0	1	5	2	0	1	0	0	0	0	0	0	0	0
Percent	%	100.00%	55.55%	44.44%	0.00%	11.11%	55.55%	22.22%	0.00%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
11-9141 - Property, Real Estate, and Community Development	%	100.00%	48.70%	51.30%	3.50%	4.20%	39.90%	40.90%	3.10%	4.10%	1.20%	0.90%	0.10%	0.00%	0.20%	0.40%	0.70%	0.90%
343 - MANAGEMENT AND PROGRAM ANALYSIS	#	9	0	9	0	0	0	6	0	2	0	1	0	0	0	0	0	0
Percent	%	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	66.66%	0.00%	22.22%	0.00%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
13-1111 - Management Analysts	%	100.00%	61.40%	38.60%	2.00%	1.60%	52.50%	31.10%	2.50%	3.30%	3.40%	1.90%	0.00%	0.00%	0.10%	0.10%	0.80%	0.50%
802 - ENGINEERING TECHNICAL	#	9	7	2	0	0	6	1	0	0	1	1	0	0	0	0	0	0
Percent	%	100.00%	77.77%	22.22%	0.00%	0.00%	66.66%	11.11%	0.00%	0.00%	11.11%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
17-3020 - Engineering Technicians, Except Drafters	%	100.00%	80.90%	19.10%	6.10%	1.60%	62.30%	13.00%	5.70%	2.20%	5.10%	1.80%	0.10%	0.00%	0.40%	0.10%	1.10%	0.40%
5716 - ENGINEERING EQUIPMENT OPERATORS	#	8	8	0	0	0	8	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
53-7030 - Dredge, Excavating, and Loading	%	100.00%	98.20%	1.80%	7.80%	0.10%	83.10%	1.30%	4.80%	0.30%	0.10%	0.00%	0.10%	0.00%	1.30%	0.00%	1.10%	0.00%
29 - ENVIRONMENTAL PROTECTION ASSISTANTS	#	8	3	5	0	0	3	5	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	37.50%	62.50%	0.00%	0.00%	37.50%	62.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
19-40XX - Miscellaneous Life, Physical, and Earth Sciences	%	100.00%	53.10%	46.90%	3.40%	3.40%	40.20%	33.40%	3.70%	4.50%	4.10%	4.30%	0.10%	0.00%	0.50%	0.30%	1.00%	1.00%
301 - MISCELLANEOUS ADMINISTRATION & SUPPORT	#	8	6	2	0	0	6	2	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	75.00%	25.00%	0.00%	0.00%	75.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
13-11XX - Other Business Operations Specialists	%	100.00%	43.40%	56.60%	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	2.60%	2.30%	0.10%	0.10%	0.20%	0.40%	0.50%	0.90%
318 - SECRETARY	#	7	1	6	0	0	0	5	1	0	0	1	0	0	0	0	0	0
Percent	%	100.00%	14.28%	85.71%	0.00%	0.00%	0.00%	71.42%	14.28%	0.00%	0.00%	14.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
43-6010 - Secretaries and Administrative Assistants	%	100.00%	3.50%	96.50%	0.30%	7.10%	2.50%	77.70%	0.40%	8.10%	0.20%	1.80%	0.00%	0.10%	0.00%	0.60%	0.00%	1.30%
408 - ECOLOGY	#	7	4	3	0	0	4	3	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	57.14%	42.85%	0.00%	0.00%	57.14%	42.85%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
19-1030 - Conservation Scientists and Foresters	%	100.00%	85.30%	14.70%	1.40%	0.50%	79.50%	13.20%	1.80%	0.20%	0.30%	0.20%	0.00%	0.00%	1.30%	0.30%	1.00%	0.10%
193 - ARCHEOLOGY	#	7	2	5	0	0	2	5	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	28.57%	71.42%	0.00%	0.00%	28.57%	71.42%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
19-30XX - Miscellaneous Social Scientists, and Anthropologists	%	100.00%	50.10%	49.90%	1.90%	2.20%	42.00%	40.40%	2.40%	3.80%	2.00%	2.10%	0.10%	0.00%	0.60%	0.50%	1.10%	0.90%
20 - COMMUNITY PLANNING	#	7	4	3	0	0	4	3	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	57.14%	42.85%	0.00%	0.00%	57.14%	42.85%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
19-3051 - Urban and Regional Planners	%	100.00%	65.80%	34.20%	3.00%	1.40%	56.30%	28.40%	3.50%	2.20%	2.10%	1.70%	0.00%	0.00%	0.20%	0.00%	0.70%	0.40%
1035 - PUBLIC AFFAIRS	#	7	2	5	0	0	2	5	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	28.57%	71.42%	0.00%	0.00%	28.57%	71.42%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
27-3031 - Public Relations Specialists	%	100.00%	38.30%	61.70%	2.30%	3.50%	31.80%	50.70%	2.50%	4.70%	0.90%	1.30%	0.00%	0.10%	0.20%	0.40%	0.60%	1.00%
340 - PROGRAM MANAGEMENT	#	7	5	2	0	0	5	2	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	71.42%	28.57%	0.00%	0.00%	71.42%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

13-11XX - Other Business Operations Specialist	%	100.00%	43.40%	56.60%	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	2.60%	2.30%	0.10%	0.10%	0.20%	0.40%	0.50%	0.90%
830 - MECHANICAL ENGINEERING	#	7	6	1	0	0	6	1	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	85.71%	14.28%	0.00%	0.00%	85.71%	14.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
17-2141 - Mechanical Engineers	%	100.00%	93.40%	6.50%	3.10%	0.20%	79.00%	5.10%	3.00%	0.50%	6.80%	0.60%	0.10%	0.00%	0.20%	0.00%	1.10%	0.10%
905 - GENERAL ATTORNEY	#	6	4	2	0	0	2	2	1	0	1	0	0	0	0	0	0	0
Percent	%	100.00%	66.66%	33.33%	0.00%	0.00%	33.33%	33.33%	16.66%	0.00%	16.66%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
23-1011 - Lawyers	%	100.00%	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%
4742 - UTILITY SYSTEMS REPAIRING-OPERATING	#	6	6	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
51-8090 - Miscellaneous Plant and System	%	100.00%	92.60%	7.40%	9.30%	0.50%	71.70%	5.30%	8.40%	1.20%	1.10%	0.10%	0.10%	0.00%	0.70%	0.10%	1.30%	0.10%
5334 - MARINE MACHINERY MECHANIC	#	6	6	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
49-904X - Industrial and Refractory Machine	%	100.00%	96.20%	3.80%	8.20%	0.40%	77.90%	2.70%	6.60%	0.50%	1.70%	0.10%	0.00%	0.00%	0.50%	0.00%	1.10%	0.00%
817 - SURVEY TECHNICAL	#	6	6	0	0	0	6	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
17-3031 - Surveying and Mapping Technicians	%	100.00%	91.10%	8.90%	5.60%	0.50%	79.80%	7.10%	2.70%	0.80%	0.70%	0.10%	0.10%	0.00%	1.10%	0.10%	1.00%	0.20%
1350 - GEOLOGY	#	6	3	3	0	0	3	3	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
19-2040 - Environmental Scientists and Geologists	%	100.00%	75.80%	24.10%	1.80%	0.90%	69.00%	20.60%	1.70%	1.00%	2.00%	0.90%	0.00%	0.00%	0.40%	0.30%	0.70%	0.40%
1640 - FACILITY OPERATIONS SERVICES	#	5	4	1	0	0	4	1	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	80.00%	20.00%	0.00%	0.00%	80.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
11-9141 - Property, Real Estate, and Community Association Managers	%	100.00%	48.70%	51.30%	3.50%	4.20%	39.90%	40.90%	3.10%	4.10%	1.20%	0.90%	0.10%	0.00%	0.20%	0.40%	0.70%	0.90%
7404 - COOKING	#	5	1	4	0	0	1	4	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	20.00%	80.00%	0.00%	0.00%	20.00%	80.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
35-2010 - Cooks	%	100.00%	55.70%	44.30%	13.90%	6.90%	27.30%	26.40%	9.20%	8.10%	3.30%	1.60%	0.10%	0.10%	0.50%	0.60%	1.20%	0.80%
482 - FISH BIOLOGY	#	5	5	0	0	0	4	0	0	0	0	0	0	0	0	0	1	0
Percent	%	100.00%	100.00%	0.00%	0.00%	0.00%	80.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%	0.00%
19-1020 - Biological Scientists	%	100.00%	55.90%	44.10%	1.90%	2.10%	47.30%	35.00%	1.20%	1.80%	4.10%	4.30%	0.00%	0.00%	0.40%	0.20%	0.90%	0.60%
5401 - MISCELLANEOUS INDUSTRIAL EQUIPMENT OPERATING	#	4	4	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
51-8090 - Miscellaneous Plant and System	%	100.00%	92.60%	7.40%	9.30%	0.50%	71.70%	5.30%	8.40%	1.20%	1.10%	0.10%	0.10%	0.00%	0.70%	0.10%	1.30%	0.10%
510 - ACCOUNTING	#	4	1	3	0	0	1	2	0	1	0	0	0	0	0	0	0	0
Percent	%	100.00%	25.00%	75.00%	0.00%	0.00%	25.00%	50.00%	0.00%	25.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
13-2011 - Accountants and Auditors	%	100.00%	43.00%	57.00%	2.00%	3.10%	35.00%	42.80%	2.60%	5.30%	2.70%	4.70%	0.00%	0.10%	0.10%	0.30%	0.50%	0.70%
5725 - CRANE OPERATING	#	4	4	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%

53-7021 - Crane and Tower Operators	%	100.00%	96.60%	3.40%	6.60%	0.20%	76.20%	2.40%	11.20%	0.60%	0.40%	0.10%	0.10%	0.00%	0.90%	0.00%	1.20%	0.00%
150 - GEOGRAPHY	#	4	2	2	0	0	2	2	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
19-30XX - Miscellaneous Social Scientists,	%	100.00%	50.10%	49.90%	1.90%	2.20%	42.00%	40.40%	2.40%	3.80%	2.00%	2.10%	0.10%	0.00%	0.60%	0.50%	1.10%	0.90%
89 - EMERGENCY MANAGEMENT	#	4	1	3	0	0	1	3	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	25.00%	75.00%	0.00%	0.00%	25.00%	75.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
n/a - n/a	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
850 - ELECTRICAL ENGINEERING	#	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
17-2070 - Electrical and Electronics Enginee	%	100.00%	91.30%	8.70%	3.60%	0.40%	72.10%	5.50%	3.50%	0.90%	10.50%	1.60%	0.10%	0.00%	0.20%	0.00%	1.20%	0.10%
1316 - HYDROLOGIC TECHNICIAN	#	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
19-40XX - Miscellaneous Life, Physical, and	%	100.00%	53.10%	46.90%	3.40%	3.40%	40.20%	33.40%	3.70%	4.50%	4.10%	4.30%	0.10%	0.00%	0.50%	0.30%	1.00%	1.00%
18 - SAFETY AND OCCUPATIONAL HEALTH M	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	66.66%	33.33%	0.00%	0.00%	66.66%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
29-9000 - Other Healthcare Practitioners an	%	100.00%	63.40%	36.60%	3.60%	1.80%	50.70%	28.50%	5.70%	4.10%	1.70%	1.20%	0.10%	0.10%	0.60%	0.30%	1.00%	0.70%
326 - OFFICE AUTOMATION CLERICAL AND	#	3	0	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
43-9022 - Word Processors and Typists	%	100.00%	7.00%	93.00%	0.70%	7.20%	4.50%	66.50%	1.00%	14.40%	0.50%	2.90%	0.00%	0.10%	0.00%	0.60%	0.10%	1.40%
807 - LANDSCAPE ARCHITECTURE	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	66.66%	33.33%	0.00%	0.00%	66.66%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
17-1010 - Architects, Except Naval	%	100.00%	79.70%	20.30%	4.30%	1.30%	67.30%	16.30%	2.20%	0.50%	4.50%	1.80%	0.00%	0.00%	0.20%	0.00%	1.10%	0.40%
5323 - OILING AND GREASING	#	3	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
49-9043 - Maintenance Workers, Machinery	%	100.00%	94.40%	5.70%	9.70%	0.80%	72.00%	3.90%	8.80%	0.70%	1.30%	0.10%	0.20%	0.00%	1.00%	0.10%	1.50%	0.10%
486 - WILDLIFE BIOLOGY	#	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	66.66%	33.33%	0.00%	0.00%	66.66%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
19-1020 - Biological Scientists	%	100.00%	55.90%	44.10%	1.90%	2.10%	47.30%	35.00%	1.20%	1.80%	4.10%	4.30%	0.00%	0.00%	0.40%	0.20%	0.90%	0.60%
3501 - MISC GENERAL SERVICES & SUPPORT	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
51-9198 - Helpers--Production Workers	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3703 - WELDING	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
51-4120 - Welding, Soldering, and Brazing V	%	100.00%	92.60%	7.40%	14.00%	1.10%	66.90%	4.60%	7.50%	1.10%	1.50%	0.50%	0.10%	0.00%	1.20%	0.10%	1.20%	0.20%
80 - SECURITY ADMINISTRATION	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%

13-11XX - Other Business Operations Specialists	%	100.00%	43.40%	56.60%	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	2.60%	2.30%	0.10%	0.10%	0.20%	0.40%	0.50%	0.90%
5786 - SMALL CRAFT OPERATING	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
53-5020 - Ship and Boat Captains and Operators	%	100.00%	97.10%	2.90%	3.50%	0.00%	87.40%	2.50%	2.40%	0.20%	0.70%	0.10%	0.20%	0.00%	1.30%	0.00%	1.70%	0.00%
5301 - MISC INDUSTRIAL EQUIPMENT MAINTENANCE	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
49-3090 - Miscellaneous Vehicle and Mobile Equipment Operators	%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
560 - BUDGET ANALYSIS	#	2	0	2	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	0.00%	100.00%	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%	0.00%
13-2031 - Budget Analysts	%	100.00%	37.30%	62.70%	1.70%	3.60%	29.30%	45.10%	3.60%	9.50%	2.10%	3.20%	0.10%	0.10%	0.20%	0.50%	0.50%	0.70%
470 - SOIL SCIENCE	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
19-1010 - Agricultural and Food Scientists	%	100.00%	73.90%	26.10%	2.70%	1.10%	65.90%	21.70%	1.90%	1.50%	2.30%	1.40%	0.00%	0.00%	0.20%	0.00%	0.60%	0.30%
260 - EQUAL EMPLOYMENT OPPORTUNITY	#	2	0	2	0	1	0	1	0	0	0	0	0	0	0	0	0	0
Percent	%	100.00%	0.00%	100.00%	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%	0.00%
13-1041 - Compliance Officers, Except Agricultural and Food	%	100.00%	52.90%	47.10%	4.20%	3.50%	41.30%	34.10%	4.50%	6.90%	1.70%	1.40%	0.10%	0.00%	0.40%	0.40%	0.80%	0.60%
1370 - CARTOGRAPHY	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
17-1020 - Surveyors, Cartographers, and Photogrammetrists	%	100.00%	82.00%	18.00%	3.20%	0.60%	72.80%	15.10%	2.50%	0.90%	1.60%	0.80%	0.10%	0.00%	0.50%	0.10%	1.30%	0.50%
1601 - EQUIPMENT, FACILITIES, AND SERVICE	#	2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
13-11XX - Other Business Operations Specialists	%	100.00%	43.40%	56.60%	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	2.60%	2.30%	0.10%	0.10%	0.20%	0.40%	0.50%	0.90%
1603 - EQUIPMENT, FACILITIES, AND SERVICE	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
43-9199 - Office and Administrative Support Workers	%	100.00%	26.60%	73.40%	2.30%	5.80%	19.70%	54.70%	2.80%	8.90%	1.10%	2.30%	0.00%	0.10%	0.20%	0.50%	0.40%	1.20%
899 - ENGINEERING AND ARCHITECTURE STUDENTS	#	2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
17-2XXX - Miscellaneous Engineers, Including Mechanical	%	100.00%	89.60%	10.40%	3.20%	0.60%	71.80%	7.10%	3.00%	0.80%	9.90%	1.60%	0.10%	0.00%	0.20%	0.00%	1.40%	0.20%
86 - SECURITY CLERICAL AND ASSISTANCE	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
43-9199 - Office and Administrative Support Workers	%	100.00%	26.60%	73.40%	2.30%	5.80%	19.70%	54.70%	2.80%	8.90%	1.10%	2.30%	0.00%	0.10%	0.20%	0.50%	0.40%	1.20%
986 - LEGAL ASSISTANCE	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
23-2090 - Miscellaneous Legal Support Workers	%	100.00%	26.70%	73.30%	1.90%	5.50%	20.80%	58.10%	2.20%	6.30%	1.10%	1.80%	0.00%	0.10%	0.20%	0.50%	0.50%	1.30%
1670 - EQUIPMENT SERVICES	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%

13-11XX - Other Business Operations Specialties	%	100.00%	43.40%	56.60%	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	2.60%	2.30%	0.10%	0.10%	0.20%	0.40%	0.50%	0.90%
1410 - LIBRARIAN	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
25-4021 - Librarians	%	100.00%	17.40%	82.60%	0.80%	2.60%	14.40%	71.50%	1.10%	4.90%	0.70%	2.40%	0.00%	0.10%	0.10%	0.30%	0.30%	0.80%
1599 - MATHEMATICS AND STATISTICS STUDIES	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
15-20XX - Miscellaneous Mathematical Sciences	%	100.00%	56.50%	43.50%	1.80%	1.70%	44.80%	32.50%	2.80%	3.30%	6.10%	5.30%	0.00%	0.00%	0.10%	0.10%	0.90%	0.50%
110 - ECONOMIST	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
19-3011 - Economists	%	100.00%	69.40%	30.60%	3.10%	2.00%	56.30%	21.60%	3.20%	2.40%	5.40%	3.70%	0.00%	0.00%	0.40%	0.10%	1.10%	0.70%
1105 - PURCHASING	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Percent	%	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%
13-1023 - Purchasing Agents, Except Wholesale and Retail Trade	%	100.00%	47.00%	53.00%	2.90%	3.20%	39.80%	42.70%	2.50%	4.70%	1.00%	1.30%	0.00%	0.10%	0.20%	0.30%	0.40%	0.80%
1171 - APPRAISING AND ASSESSING	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
13-2021 - Appraisers and Assessors of Real Estate	%	100.00%	66.70%	33.30%	1.60%	1.20%	61.20%	29.40%	1.90%	1.50%	1.00%	0.50%	0.00%	0.00%	0.30%	0.10%	0.60%	0.30%
1301 - GENERAL PHYSICAL SCIENCE	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
19-2099 - Physical Scientists, All Other	%	100.00%	65.60%	34.40%	2.20%	1.70%	45.40%	22.90%	1.60%	1.40%	15.30%	7.80%	0.00%	0.00%	0.10%	0.10%	0.80%	0.60%
1315 - HYDROLOGY	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
19-2040 - Environmental Scientists and Geographers	%	100.00%	75.80%	24.10%	1.80%	0.90%	69.00%	20.60%	1.70%	1.00%	2.00%	0.90%	0.00%	0.00%	0.40%	0.30%	0.70%	0.40%
2805 - ELECTRICIAN	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
47-2141 - Painters, Construction and Maintenance Workers	%	100.00%	92.60%	7.40%	23.90%	0.80%	57.80%	5.80%	6.90%	0.40%	1.40%	0.10%	0.10%	0.00%	0.70%	0.10%	1.80%	0.20%
2005 - SUPPLY CLERICAL AND TECHNICIAN	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
43-3061 - Procurement Clerks	%	100.00%	36.30%	63.70%	2.80%	4.40%	28.20%	48.90%	3.00%	7.30%	1.40%	1.80%	0.20%	0.10%	0.20%	0.60%	0.40%	0.70%
2210 - INFORMATION TECHNOLOGY MANAGEMENT	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
15-10XX - Computer Scientists and Systems Administrators	%	100.00%	66.80%	33.20%	3.10%	1.60%	50.40%	24.70%	4.30%	3.50%	7.40%	2.90%	0.10%	0.00%	0.20%	0.10%	1.20%	0.40%
4701 - MISC GENERAL MAINTENANCE & OPERATIONS	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
49-9042 - Maintenance and Repair Workers	%	100.00%	95.90%	4.10%	12.10%	0.50%	70.10%	2.60%	9.10%	0.70%	2.10%	0.10%	0.10%	0.00%	0.80%	0.10%	1.70%	0.00%
544 - CIVILIAN PAY	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Percent	%	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%

43-3051 - Payroll and Timekeeping Clerks	%	100.00%	10.10%	89.90%	1.00%	7.10%	7.00%	69.20%	1.20%	9.40%	0.60%	2.30%	0.00%	0.10%	0.10%	0.50%	0.10%	1.30%
801 - GENERAL ENGINEERING	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
17-2XXX - Miscellaneous Engineers, Including	%	100.00%	89.60%	10.40%	3.20%	0.60%	71.80%	7.10%	3.00%	0.80%	9.90%	1.60%	0.10%	0.00%	0.20%	0.00%	1.40%	0.20%
808 - ARCHITECTURE	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
17-1010 - Architects, Except Naval	%	100.00%	79.70%	20.30%	4.30%	1.30%	67.30%	16.30%	2.20%	0.50%	4.50%	1.80%	0.00%	0.00%	0.20%	0.00%	1.10%	0.40%
828 - CONSTRUCTION ANALYST	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
13-11XX - Other Business Operations Specialists	%	100.00%	43.40%	56.60%	4.70%	5.30%	30.20%	39.70%	4.90%	7.80%	2.60%	2.30%	0.10%	0.10%	0.20%	0.40%	0.50%	0.90%
499 - BIOLOGICAL SCIENCE STUDENT TRAINING	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
19-1020 - Biological Scientists	%	100.00%	55.90%	44.10%	1.90%	2.10%	47.30%	35.00%	1.20%	1.80%	4.10%	4.30%	0.00%	0.00%	0.40%	0.20%	0.90%	0.60%
501 - FINANCIAL ADMINISTRATION AND PR	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
13-2099 - Financial Specialists, All Other	%	100.00%	43.00%	57.00%	3.60%	5.60%	33.00%	41.00%	3.90%	6.80%	1.60%	2.60%	0.10%	0.10%	0.20%	0.20%	0.70%	0.70%
503 - FINANCIAL CLERICAL AND ASSISTANCE	#	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Percent	%	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%
43-3031 - Bookkeeping, Accounting, and Auditing	%	100.00%	10.60%	89.40%	1.10%	5.70%	7.30%	73.20%	1.20%	6.20%	0.70%	2.70%	0.00%	0.10%	0.00%	0.50%	0.10%	1.00%
505 - FINANCIAL MANAGEMENT	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
13-2099 - Financial Specialists, All Other	%	100.00%	43.00%	57.00%	3.60%	5.60%	33.00%	41.00%	3.90%	6.80%	1.60%	2.60%	0.10%	0.10%	0.20%	0.20%	0.70%	0.70%
511 - AUDITING	#	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
13-2011 - Accountants and Auditors	%	100.00%	43.00%	57.00%	2.00%	3.10%	35.00%	42.80%	2.60%	5.30%	2.70%	4.70%	0.00%	0.10%	0.10%	0.30%	0.50%	0.70%
525 - ACCOUNTING TECHNICIAN	#	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
43-3031 - Bookkeeping, Accounting, and Auditing	%	100.00%	10.60%	89.40%	1.10%	5.70%	7.30%	73.20%	1.20%	6.20%	0.70%	2.70%	0.00%	0.10%	0.00%	0.50%	0.10%	1.00%
480 - FISH AND WILDLIFE ADMINISTRATION	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Percent	%	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%
19-1020 - Biological Scientists	%	100.00%	55.90%	44.10%	1.90%	2.10%	47.30%	35.00%	1.20%	1.80%	4.10%	4.30%	0.00%	0.00%	0.40%	0.20%	0.90%	0.60%

Table A7-1-1 : EXTERNAL ACCESSIONS by GRADE/BAND by Race/Ethnicity and Sex
(CESTP , FY 2020)

Programs			Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											Two or more races	
Current Pay Plan	Pay Plan Description	Grade/Band	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Male	Female	
								Male	Female	Male	Female	Male	Female	Male	Female	Male	Female			
GS	GENERAL SCHEDULE	15	6	5	1	0	0	5	1	0	0	0	0	0	0	0	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
GS	GENERAL SCHEDULE	14	21	16	5	0	0	15	5	0	0	1	0	0	0	0	0	0	0	
	External Accessions		1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	
GS	GENERAL SCHEDULE	13	77	50	27	0	1	49	25	1	0	0	1	0	0	0	0	0	0	
	External Accessions		4	2	2	0	0	2	2	0	0	0	0	0	0	0	0	0	0	
GS	GENERAL SCHEDULE	12	149	105	44	1	1	102	37	0	3	1	2	0	0	1	0	0	1	
	External Accessions		13	10	3	0	0	10	3	0	0	0	0	0	0	0	0	0	0	
GS	GENERAL SCHEDULE	11	74	47	27	1	3	44	21	0	3	1	0	0	0	0	0	1	0	
	External Accessions		9	4	5	0	0	4	3	0	2	0	0	0	0	0	0	0	0	
GS	GENERAL SCHEDULE	9	39	28	11	0	0	27	9	0	1	1	1	0	0	0	0	0	0	
	External Accessions		3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0	
GS	GENERAL SCHEDULE	8	5	3	2	0	0	3	2	0	0	0	0	0	0	0	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
GS	GENERAL SCHEDULE	7	28	8	20	0	0	7	20	1	0	0	0	0	0	0	0	0	0	
	External Accessions		16	7	9	0	0	6	9	1	0	0	0	0	0	0	0	0	0	
GS	GENERAL SCHEDULE	6	15	3	12	0	0	2	9	1	2	0	1	0	0	0	0	0	0	
	External Accessions		2	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	
GS	GENERAL SCHEDULE	5	14	4	10	0	0	3	9	1	0	0	1	0	0	0	0	0	0	
	External Accessions		7	1	6	0	0	1	6	0	0	0	0	0	0	0	0	0	0	
GS	GENERAL SCHEDULE	4	16	11	5	0	0	11	5	0	0	0	0	0	0	0	0	0	0	
	External Accessions		16	11	5	0	0	11	5	0	0	0	0	0	0	0	0	0	0	
	Employee SubTotal		444	280	164	2	5	268	143	4	9	4	6	0	0	1	0	1	1	
	SubTotal External Accessions		71	38	33	0	0	37	31	1	2	0	0	0	0	0	0	0	0	
WA	NAV LOCK&DAM SUPV	10	13	9	4	0	0	9	3	0	0	0	0	0	0	0	0	0	1	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WA	NAV LOCK&DAM SUPV	7	8	8	0	0	0	8	0	0	0	0	0	0	0	0	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Employee SubTotal		21	17	4	0	0	17	3	0	0	0	0	0	0	0	0	0	1	
	SubTotal External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WG	WAGE GRADE - NONSUPERVISORY PAY SCHE	7	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WG	WAGE GRADE - NONSUPERVISORY PAY SCHE	5	7	7	0	0	0	7	0	0	0	0	0	0	0	0	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Employee SubTotal		12	12	0	0	0	12	0	0	0	0	0	0	0	0	0	0	0	
	SubTotal External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WY	NAV LOCK&DAM NONSUPV	11	12	11	1	0	0	10	1	0	0	0	0	0	0	0	0	1	0	
	External Accessions		2	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	
WY	NAV LOCK&DAM NONSUPV	9	47	43	4	0	0	41	4	1	0	0	0	0	0	1	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
WY	NAV LOCK&DAM NONSUPV	8	51	44	7	0	0	43	7	0	0	1	0	0	0	0	0	0	0	
	External Accessions		1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	
WY	NAV LOCK&DAM NONSUPV	7	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0	
	External Accessions		1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	
WY	NAV LOCK&DAM NONSUPV	5	10	10	0	0	0	9	0	0	0	1	0	0	0	0	0	0	0	
	External Accessions		10	10	0	0	0	9	0	0	0	1	0	0	0	0	0	0	0	
	Employee SubTotal		123	110	13	0	0	105	13	1	0	2	0	0	0	1	0	1	0	
	SubTotal External Accessions		14	13	1	0	0	12	1	0	0	1	0	0	0	0	0	0	0	
XF	FLOATING PLANT/NONSUPV	14	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
XF	FLOATING PLANT/NONSUPV	11	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
XF	FLOATING PLANT/NONSUPV	10	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
XF	FLOATING PLANT/NONSUPV	9	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
XF	FLOATING PLANT/NONSUPV	8	13	12	1	0	0	12	1	0	0	0	0	0	0	0	0	0	0	
	External Accessions		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
XF	FLOATING PLANT/NONSUPV	6	16	16	0	0	0	16	0	0	0	0	0	0	0	0	0	0	0	

[illegible]

[illegible]

**Table A10-1 : PROMOTIONS BY PAY PLAN AND GRADE/BAND by Race/Ethnicity and Sex
(CESTP , FY 2020)**

[illegible]

[illegible]

Table A13-1-1 : Cash Awards Received by Grade/Band by Race/Ethnicity and Sex (CESTP , FY 2020)

Programs			Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)										Two or more races	
Current Pay Plan	Pay Plan Description	Grade/Band	All	Male	Female	Male	Female	White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Male	Female
								Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
GS	GENERAL SCHEDULE	15	6	5	1	0	0	5	1	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS	GENERAL SCHEDULE	14	21	16	5	0	0	15	5	0	0	1	0	0	0	0	0	0	0
	# Receiving Cash Awards		1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
GS	GENERAL SCHEDULE	13	77	50	27	0	1	49	25	1	0	0	1	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS	GENERAL SCHEDULE	12	149	105	44	1	1	102	37	0	3	1	2	0	1	0	0	0	1
	# Receiving Cash Awards		11	9	2	1	0	8	2	0	0	0	0	0	0	0	0	0	0
GS	GENERAL SCHEDULE	11	74	47	27	1	3	44	21	0	3	1	0	0	0	0	0	1	0
	# Receiving Cash Awards		2	1	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0
GS	GENERAL SCHEDULE	9	39	28	11	0	0	27	9	0	1	1	1	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS	GENERAL SCHEDULE	8	5	3	2	0	0	3	2	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS	GENERAL SCHEDULE	7	28	8	20	0	0	7	20	1	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS	GENERAL SCHEDULE	6	15	3	12	0	0	2	9	1	2	0	1	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS	GENERAL SCHEDULE	5	14	4	10	0	0	3	9	1	0	0	1	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GS	GENERAL SCHEDULE	4	16	11	5	0	0	11	5	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Employee SubTotal		444	280	164	2	5	268	143	4	9	4	6	0	1	0	1	1	1
	SubTotal Receiving Cash		14	11	3	1	0	10	3	0	0	0	0	0	0	0	0	0	0
WA	NAV LOCK&DAM SUPV	10	13	9	4	0	0	9	3	0	0	0	0	0	0	0	0	0	1
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WA	NAV LOCK&DAM SUPV	7	8	8	0	0	0	8	0	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Employee SubTotal		21	17	4	0	0	17	3	0	0	0	0	0	0	0	0	0	1
	SubTotal Receiving Cash		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WG	WAGE GRADE - NONSUPERVISORY PAY SCH	7	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WG	WAGE GRADE - NONSUPERVISORY PAY SCH	5	7	7	0	0	0	7	0	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Employee SubTotal		12	12	0	0	0	12	0	0	0	0	0	0	0	0	0	0	0
	SubTotal Receiving Cash		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WY	NAV LOCK&DAM NONSUPV	11	12	11	1	0	0	10	1	0	0	0	0	0	0	0	0	1	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WY	NAV LOCK&DAM NONSUPV	9	47	43	4	0	0	41	4	1	0	0	0	0	0	1	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WY	NAV LOCK&DAM NONSUPV	8	51	44	7	0	0	43	7	0	0	1	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WY	NAV LOCK&DAM NONSUPV	7	3	2	1	0	0	2	1	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WY	NAV LOCK&DAM NONSUPV	5	10	10	0	0	0	9	0	0	0	1	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Employee SubTotal		123	110	13	0	0	105	13	1	0	2	0	0	0	1	0	1	0
	SubTotal Receiving Cash		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
XF	FLOATING PLANT/NONSUPV	14	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
XF	FLOATING PLANT/NONSUPV	11	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
XF	FLOATING PLANT/NONSUPV	10	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
XF	FLOATING PLANT/NONSUPV	9	5	5	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0
	# Receiving Cash Awards		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
XF	FLOATING PLANT/NONSUPV	8	13	12	1	0	0	12	1	0	0	0	0	0	0	0	0	0	0

[illegible]

[illegible]

**Table A14 : SEPARATIONS - Distribution by Race/Ethnicity and Sex
(CESTP, FY 2020)**

Type of Separation		Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
							White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
		All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Voluntary	#	5	3	2	0	0	3	1	0	0	0	0	0	0	0	0	0	1
Involuntary	#	9	6	3	0	0	6	3	0	0	0	0	0	0	0	0	0	0
Total Separation	#	14	9	5	0	0	9	4	0	0	0	0	0	0	0	0	0	1
Total Work Force	#	676	490	186	2	5	472	164	6	9	6	6	0	0	2	0	2	2
Voluntary	%	100.00%	60.00%	40.00%	0.00%	0.00%	60.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%
Involuntary	%	100.00%	66.66%	33.33%	0.00%	0.00%	66.66%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separation	%	100.00%	64.28%	35.71%	0.00%	0.00%	64.28%	28.57%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	7.14%
Total Work Force	%	100.00%	72.48%	27.51%	0.29%	0.73%	69.82%	24.26%	0.88%	1.33%	0.88%	0.88%	0.00%	0.00%	0.29%	0.00%	0.29%	0.29%

B1: TOTAL WORKFORCE - Distribution by Disability by FY (CESTP , FY 2020)	
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[illegible]

Table B2: TOTAL WORKFORCE BY COMPONENT Distribution by Disability
(CESTP, FY 2020)

Table B2: TOTAL WORKFORCE BY COMPONENT Distribution by Disability																
Employment Tenure		Total	Total by Disability Status				(CESTP, FY 2020)									
			(05] No Disability	(01] Not Identified	(06-94] Disability	Targeted Disability	(18) Hearing	(21) Vision	(30) Missing Extremities	(69) Partial Paralysis	(79) Paralysis	(82) Epilepsy	(90) Severe Intellectual Disability	(91) Psychiatric Disability	(92) Dwarfism	
Total Work Force	#	671	574	36	61	9	2	1	0	0	0	2	0	4	0	
FIELD OPERATING OFFICES OF THE SECRETARY	#	8	7	0	1	0	0	0	0	0	0	0	0	0	0	
US ARMY CORPS OF ENGINEERS (EXC CIV PR)	#	663	567	36	60	6	0	0	0	0	0	2	0	4	0	
Federal High	%					2.00%										
Total Work Force	%	100.00%	85.54%	5.36%	9.09%	1.34%	22.22%	11.11%	0.00%	0.00%	0.00%	22.22%	0.00%	44.44%	0.00%	
FIELD OPERATING OFFICES OF THE SECRETARY	%	100.00%	87.50%	0.00%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
US ARMY CORPS OF ENGINEERS (EXC CIV PR)	%	100.00%	85.52%	5.42%	9.04%	0.90%	0.00%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%	66.66%	0.00%	

Table B14: SEPARATIONS - Distribution by Disability (CESTP, FY 2020)														
Type of Appointment	Total Employees	Detail by Disability Status				Detail for Targeted Disabilities								
		(05) No Disability	(01) Not Identified	(06 - 94) Disability	Targeted Disability	(18) Hearing	(21) Vision	(30) Missing Extremities	(69) Partial Paralysis	(79) Paralysis	(82) Epilepsy	(90) Severe Intellectual Disability	(91) Psychiatric Disability	(92) Dwarfism
Voluntary	#	5	2	1	2	0	0	0	0	0	0	0	0	0
Involuntary	#	9	8	1	0	0	0	0	0	0	0	0	0	0
Total Separation	#	14	10	2	2	1	1	0	0	0	0	0	0	0
Total Work Force	#	671	574	36	61	6	0	0	0	0	0	2	0	4
Voluntary	%	100.00%	40.00%	20.00%	40.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Involuntary	%	100.00%	88.88%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Separation	%	100.00%	71.42%	14.28%	14.28%	7.14%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Work Force	%	100.00%	85.54%	5.36%	9.09%	0.89%	0.00%	0.00%	0.00%	0.00%	33.33%	0.00%	66.66%	0.00%

**Table DVAAP: Disabled Veterans Affirmative Action Plan by PATCOB and Race/Ethnicity and Sex
(CESTP , FY 2020)**

PATCOB Desc	PATCOB		Total Employees			Hispanic or Latino		RACE/ETHNICITY (Non-Hispanic or Latino)											
								White		Black or African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaskan Native		Two or more races	
			All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
ADMINISTRATIVE	A	#	21	19	2	0	0	19	2	0	0	0	0	0	0	0	0	0	0
BLUE COLLAR	B	#	113	107	6	0	0	102	6	2	0	1	0	0	0	1	0	1	0
CLERICAL	C	#	5	3	2	0	0	2	2	1	0	0	0	0	0	0	0	0	0
OTHER	O	#	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
PROFESSIONAL	P	#	43	36	7	0	0	36	7	0	0	0	0	0	0	0	0	0	0
TECHNICAL	T	#	18	12	6	0	0	12	5	0	1	0	0	0	0	0	0	0	0
Total			201	178	23	0	0	172	22	3	1	1	0	0	0	1	0	1	0
ADMINISTRATIVE	A	%	100.00%	90.47%	9.52%	0.00%	0.00%	90.47%	9.52%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
BLUE COLLAR	B	%	100.00%	94.69%	5.30%	0.00%	0.00%	90.26%	5.30%	1.76%	0.00%	0.88%	0.00%	0.00%	0.00%	0.88%	0.00%	0.88%	0.00%
CLERICAL	C	%	100.00%	60.00%	40.00%	0.00%	0.00%	40.00%	40.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
OTHER	O	%	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%
PROFESSIONAL	P	%	100.00%	83.72%	16.27%	0.00%	0.00%	83.72%	16.27%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TECHNICAL	T	%	100.00%	66.66%	33.33%	0.00%	0.00%	66.66%	27.77%	0.00%	5.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total		%	100.00%	88.55%	11.44%	0.00%	0.00%	85.57%	10.94%	1.49%	0.49%	0.49%	0.00%	0.00%	0.00%	0.49%	0.00%	0.49%	0.00%
ADMINISTRATIVE	A	%	10.44%	10.67%	8.69%	0.00%	0.00%	11.04%	9.09%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
BLUE COLLAR	B	%	56.21%	60.11%	26.08%	0.00%	0.00%	59.30%	27.27%	66.66%	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	0.00%
CLERICAL	C	%	2.48%	1.68%	8.69%	0.00%	0.00%	1.16%	9.09%	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
OTHER	O	%	0.49%	0.56%	0.00%	0.00%	0.00%	0.58%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
PROFESSIONAL	P	%	21.39%	20.22%	30.43%	0.00%	0.00%	20.93%	31.81%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TECHNICAL	T	%	8.95%	6.74%	26.08%	0.00%	0.00%	6.97%	22.72%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total		%	100.00%	100.00%	100.00%	0.00%	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	0.00%	0.00%	100.00%	0.00%	100.00%	0.00%

DVAAP Summary (CESTP, FY 2020)			
Veteran's Appointment		Total Employees	
		All	Percent
Total	#	676	
10-POINT/COMPENSABLE/30 PERCENT	#	52	7.69%
10-POINT/COMPENSABLE	#	27	3.99%
10-POINT/DISABILITY	#	6	0.88%
5-POINT	#	116	17.15%
NONE	#	475	70.26%

Veteran's Status		Total	Detail by Disability Status			
			(05) No Disability	(01) Not Identified	(06 - 94) Disability	Targeted Disability
VIETNAM-ERA VETERAN	#	8	7	0	1	0
POST-VIETNAM-ERA VETERAN	#	215	168	21	26	2
NOT A VIETNAM-ERA VETERAN	#	54	47	1	6	2
NOT A VETERAN	#	394	352	14	28	5
Total	#	671	574	36	61	9
VIETNAM-ERA VETERAN	%	100.00%	87.50%	0.00%	12.50%	0.00%
POST-VIETNAM-ERA VETERAN	%	100.00%	78.13%	9.76%	12.09%	100.00%
NOT A VIETNAM-ERA VETERAN	%	100.00%	87.03%	1.85%	11.11%	100.00%
NOT A VETERAN	%	100.00%	89.34%	3.55%	7.10%	100.00%
Total	%	100.00%	85.54%	5.36%	9.09%	100.00%

VIETNAM-ERA VETERAN	%	1.19%	1.21%	0.00%	1.63%	0.00%
POST-VIETNAM-ERA VETERAN	%	32.04%	29.26%	58.33%	42.62%	22.22%
NOT A VIETNAM-ERA VETERAN	%	8.04%	8.18%	2.77%	9.83%	22.22%
NOT A VETERAN	%	58.71%	61.32%	38.88%	45.90%	55.55%
Total	%	100.00%	100.00%	100.00%	100.00%	100.00%

SELF-IDENTIFICATION OF DISABILITY

(Please read the Privacy Act information and additional instructions on Page 2)

Name (Last, First, Middle Initial)	Date of Birth (MM/YYYY)	Social Security Number
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Purpose:

Each agency in the Executive Branch of the Federal government has established programs to facilitate the hiring, placement, and advancement of individuals with disabilities. Self-identification of disability status is essential for effective data collection and analysis of the Federal government's efforts. While self-identification is voluntary, your cooperation in providing accurate information is critical to these efforts. Every precaution is taken to ensure that the information provided by each employee is kept in the strictest confidence.

ENTER CODE HERE →

Targeted Disabilities or Serious Health Conditions:

02- Developmental Disability, for example, autism spectrum disorder
03- Traumatic Brain Injury
19- Deaf or serious difficulty hearing, benefiting from, for example, American Sign Language, CART, hearing aids, a cochlear implant and/or other supports
20- Blind or serious difficulty seeing even when wearing glasses
31- Missing extremities (arm, leg, hand and/or foot)
40- Significant mobility impairment, benefiting from the utilization of a wheelchair, scooter, walker, leg brace(s) and/or other supports
60- Partial or complete paralysis (any cause)
82- Epilepsy or other seizure disorders
90- Intellectual disability
91- Significant Psychiatric Disorder, for example, bipolar disorder, schizophrenia, PTSD, or major depression
92- Dwarfism
93- Significant disfigurement, for example, disfigurements caused by burns, wounds, accidents, or congenital disorders

Other Options:

01- I do not wish to identify my disability or serious health condition.
05- I do not have a disability or serious health condition.
06- I have a disability or serious health condition, but it is not listed on this form.

Other Disabilities or Serious Health Conditions:

13- Speech impairment
41- Spinal abnormalities, for example, spina bifida or scoliosis
44- Non-paralytic orthopedic impairments, for example, chronic pain, stiffness, weakness in bones or joints, some loss of ability to use part or parts of the body
51- HIV Positive/AIDS
52- Morbid obesity
59- Nervous system disorder for example, migraine headaches, Parkinson's disease, or multiple sclerosis
80- Cardiovascular or heart disease
81- Depression, anxiety disorder, or other psychiatric disorder
83- Blood diseases, for example, sickle cell anemia, hemophilia
84- Diabetes
85- Orthopedic impairments or osteo-arthritis
86- Pulmonary or respiratory conditions, for example, tuberculosis, asthma, emphysema
87- Kidney dysfunction
88- Cancer (present or past history)
94- Learning disability or attention deficit/hyperactivity disorder (ADD/ADHD)
95- Gastrointestinal disorders, for example, Crohn's Disease, irritable bowel syndrome, colitis, celiac disease, dysphexia
96- Autoimmune disorder, for example, lupus, fibromyalgia, rheumatoid arthritis
97- Liver disease, for example, hepatitis or cirrhosis
98- History of alcoholism or history of drug addiction (but not currently using illegal drugs)
99- Endocrine disorder, for example, thyroid dysfunction

Definition

An individual with a disability: A person who (1) has a physical or mental impairment which substantially limits one or more major life activities; (2) has a record of such an impairment; or (3) is regarded as having such an impairment. This definition is provided by the Rehabilitation Act of 1973, as amended (29 U.S.C. 701, et seq.).

The Rehabilitation Act of 1973

The Rehabilitation Act of 1973, as amended (29 U.S.C. 701, et seq.), requires each agency in the Executive Branch of the Federal government to establish programs that will facilitate the hiring, placement, and advancement of individuals with disabilities. One method for determining agency progress in fulfilling these requirements is through the production of reports at certain intervals showing, for example, the number of employees with disabilities who are hired, promoted, trained, or reassigned over a given time period; the percentage of employees with disabilities in the work force and in various grades and occupations; etc. Such reports bring to the attention of agency top management, OPM, and the Congress, the progress or any deficiencies within specific agencies or the Federal government as a whole in the hiring, placement, and advancement of individuals with disabilities.

The disability data collected on employees will be used only in the production of reports such as those previously mentioned and not for any purpose that will affect them individually. The only exception to this rule is that the records may be used for selective placement purposes and selecting special populations for mailing of voluntary personnel research surveys. In addition, every precaution will be taken to ensure that the information provided by each employee is kept in the strictest confidence and is known only to those individuals in the agency Personnel Office, who obtain and record the information for entry into the agency's and OPM's personnel systems. You should also be aware that participation in the disability reporting system is entirely voluntary, with the exception of employees appointed under the Schedule A Excepted Appointing Authority for People with Intellectual Disability, Severe Physical Disability, or Psychiatric Disability (5 CFR 213.3102(u)). Agencies will request that these employees identify their disability status and, if they decline to do so, their correct disability code will be obtained from medical documentation used to support their appointment.

Employees who wish to confirm the disability code carried in their agency's and OPM's personnel systems is consistent with the employees' representation, may ask their Personnel Officer for a printout of the code and definition from their individual records. The code noted in the employees' records in the agencies' system will be identical to that carried in OPM's system.

Privacy Act Statement

Collection of the requested information is authorized by the Rehabilitation Act of 1973, as amended (29 U.S.C. 701, et seq.). Solicitation of your Social Security Number (SSN) is authorized by Executive Order 9397, which permits agencies to use the SSN as a means for identifying persons with disabilities in personnel information systems. Your SSN will only be used to ensure that your correct disability code is recorded along with other employee information that your agency and OPM maintain on you. It should be noted, however, that where individuals decline to furnish their SSN, the SSN will be obtained from other records in order to ensure accurate and complete data. Employees appointed under the Schedule A Appointing Authority for People with Intellectual Disability, Severe Physical Disability, or Psychiatric Disability (5 CFR 213.3102(u)) are requested to furnish an accurate disability code, but failure to do so will not affect them. Where employees hired under this authority fail to disclose their disability, the appropriate code will be determined from the employee's existing records or medical documentation submitted upon appointment.

Org	(All)
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Census Code	Sum of 2020 Count
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100	0.00%
136	0.00%
140	0.00%
410	1.33%
425	0.59%
530	1.63%
565	0.30%
700	0.00%
710	1.33%
740	3.85%
800	0.74%
810	0.15%
820	0.30%
840	0.00%
900	0.00%
930	0.00%
950	0.30%
1005	0.00%
1050	0.15%
1200	0.00%
1220	0.00%
1240	0.15%
1300	0.59%
1350	0.00%
1360	16.27%
1400	0.00%
1410	0.44%
1420	0.00%
1430	0.00%
1450	0.00%
1460	1.04%
1520	0.00%
1530	0.44%
1550	1.33%
1640	1.18%
1720	0.00%
1740	1.04%
1760	0.15%
1800	0.15%
1820	0.00%
1860	1.63%

RCLF for: (All)	Total	H/L	White	B/AA	AIAN	Asian	NHPI	2+ More
Total	100.00%	4.23%	87.42%	1.83%	0.91%	5.31%	0.23%	0.06%
Male	59.49%	2.49%	52.21%	1.07%	0.32%	3.21%	0.15%	0.04%
Female	40.51%	1.74%	35.21%	0.76%	0.59%	2.10%	0.07%	0.02%

As of 09/30/2020

1965	1.63%
2100	0.89%
2145	0.00%
2160	0.15%
2340	0.00%
2400	0.00%
2430	0.15%
2440	0.00%
2550	0.00%
2600	0.00%
2630	0.00%
2710	0.00%
2825	1.04%
2840	0.00%
2850	0.00%
2860	0.00%
2900	0.00%
2910	0.00%
3255	0.00%
3540	0.44%
3655	0.00%
3820	0.00%
3850	0.00%
3930	0.00%
4220	0.00%
4540	0.00%
4720	0.00%
5000	0.00%
5120	0.30%
5140	0.15%
5150	0.15%
5250	0.00%
5360	0.00%
5400	0.00%
5600	0.00%
5620	0.00%
5700	1.04%
5800	0.00%
5810	0.00%
5820	0.44%
5850	0.00%
5900	0.00%
5920	0.00%
5940	2.66%

6220	0.00%
6230	0.00%
6355	0.15%
6400	0.00%
6420	0.00%
6440	0.00%
6520	0.00%
6700	0.00%
7100	0.00%
7220	0.00%
7260	0.30%
7315	0.00%
7330	0.89%
7340	5.47%
7930	0.00%
8000	0.00%
8030	0.00%
8130	0.00%
8140	0.30%
8150	0.00%
8250	0.00%
8255	0.00%
8256	0.00%
8550	0.00%
8600	0.15%
8630	1.48%
8740	0.00%
8800	0.00%
8910	0.00%
8965	0.00%
9150	0.00%
9620	0.30%
9750	0.00%
1840	1.04%
1610	15.24%
1600	0.30%
3260	0.00%
6660	1.48%
8500	0.00%
7540	0.00%
6050	0.00%
8610	0.00%
5030	0.00%
9420	17.60%

3955	2.37%
1560	0.89%
1310	0.30%
7350	0.44%
6320	1.18%
9510	0.59%
9310	2.37%
9300	2.37%
4020	0.74%
(blank)	0.00%
Grand Total	100.00%

Census 2000 EEO Data Tool

EEO County Worksite Data for Ramsey County, MN

Number of People

Geography	Occupational Category	Sex	Total	White non-Hispanic	Hispanic	Black non-Hispanic	AIAN non-Hispanic	Asian non-Hispanic	NHOPI non-Hispanic	Balance 2+ Races, non-Hispanic
Ramsey County, MN Fips=27123	Biological Scientists SOC 19-1020	Total	425	389	12	10	0	14	0	0
	Biological Scientists SOC 19-1020	Male	232	224	4	0	0	4	0	0
	Biological Scientists SOC 19-1020	Female	193	165	8	10	0	10	0	0

Source: US Census Bureau, Census 2000 special tabulation

NOTE: Estimates may not add to the total due to rounding. For information on confidentiality protection, sampling error, nonsampling error, and accuracy of the data, see https://www2.census.gov/programs-surveys/demo/guidance/eeo/cen2000_accuracy-of-data.

More Information: see [USA.gov/statistics](https://www2.census.gov/programs-surveys/demo/guidance/eeo/cen2000_accuracy-of-data)

Percentages

Geography	Occupational Category	Sex	Total	White non-Hispanic	Hispanic	Black non-Hispanic	AIAN non-Hispanic	Asian non-Hispanic	NHOPI non-Hispanic	Balance 2+ Races, non-Hispanic
Ramsey County, MN Fips=27123	Biological Scientists	Total	100%	91.50%	2.80%	2.40%	0.00%	3.30%	0.00%	0.00%
	SOC 19-1020									
Ramsey County, MN Fips=27123	Biological Scientists	Male	54.60%	52.70%	0.90%	0.00%	0.00%	0.90%	0.00%	0.00%
	SOC 19-1020									
Ramsey County, MN Fips=27123	Biological Scientists	Female	45.40%	38.80%	1.90%	2.40%	0.00%	2.40%	0.00%	0.00%

	SOC 19-1020										
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Source: US Census Bureau, Census 2000 special tabulation

Census 2000 EEO Data Tool

EEO County Worksite Data for Ramsey County, MN

Number of People

Geography	Occupational Category	Sex	Total	White non-Hispanic	Hispanic	Black non-Hispanic	AIAN non-Hispanic	Asian non-Hispanic	NHOPI non-Hispanic	Balance 2+ Races, non-Hispanic
Ramsey County, MN Fips=27123	Civil Engineers (136) SOC 53-60XX Combines: 53-6011 53-6041 53-6099	Total	1030	982	14	4	0	30	0	0
	Civil Engineers (136) SOC 53-60XX Combines: 53-6011 53-6041 53-6099	Male	902	874	14	4	0	10	0	0
	Civil Engineers (136) SOC 53-60XX Combines: 53-6011 53-6041 53-6099	Female	108	108	0	0	0	20	0	0

Source: US Census Bureau, Census 2000 special tabulation

NOTE: Estimates may not add to the total due to rounding. For information on confidentiality protection, sampling error, nonsampling error, and accuracy of the data, see https://www2.census.gov/programs-surveys/demo/guidance/eo/cen2000_accuracy-of-data.p
More Information: see [USA.gov/statistics](https://www2.census.gov/programs-surveys/demo/guidance/eo/cen2000_accuracy-of-data.p)

Percentages

Geography	Occupational Category	Sex	Total	White non-Hispanic	Hispanic	Black non-Hispanic	AIAN non-Hispanic	Asian non-Hispanic	NHOPI non-Hispanic	Balance 2+ Races, non-Hispanic
Ramsey County, MN Fips=27123	Civil Engineers (136) SOC 17-2051	Total	100%	95.30%	1.40%	0.40%	0.00%	2.90%	0.00%	0.00%
Ramsey County, MN Fips=27123	Civil Engineers (136) SOC 17-2051	Male	84.90%	84.90%	1.40%	0.40%	0.00%	1.00%	0.00%	0.00%
Ramsey County, MN Fips=27123	Civil Engineers (136)	Female	10.50%	10.50%	0.00%	0.00%	0.00%	1.90%	0.00%	0.00%

	SOC 17-2051										
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Source: US Census Bureau, Census 2000 special tabulation

Census 2000 EEO Data Tool

EEO County Worksite Data for Ramsey County, MN

Number of People

Geography	Occupational Category	Sex	Total	White non-Hispanic	Hispanic	Black non-Hispanic	AIAN non-Hispanic	Asian non-Hispanic	NHOPI non-Hispanic	Balance 2+ Races, non-Hispanic
Ramsey County, MN Fips=27123	Miscellaneous Transportation Workers, Including Bridge and Lock Tenders and Traffic Technicians Combines: 934 - Bridge and Lock Tenders 942 - Other Transportation Workers (942) SOC 53-60XX Combines: 53-6011 53-6041 53-6099	Total	84	65	19	0	0	0	0	0
	Miscellaneous Transportation Workers, Including Bridge and Lock Tenders and Traffic Technicians Combines: 934 - Bridge and Lock Tenders 942 - Other Transportation Workers (942) SOC 53-60XX Combines: 53-6011 53-6041 53-6099	Male	69	50	19	0	0	0	0	0
	Miscellaneous Transportation Workers, Including Bridge and Lock Tenders and Traffic Technicians Combines: 934 - Bridge and Lock Tenders 942 - Other Transportation Workers (942) SOC 53-60XX Combines: 53-6011 53-6041 53-6099	Female	15	15	0	0	0	0	0	0

Source: US Census Bureau, Census 2000 special tabulation

NOTE: Estimates may not add to the total due to rounding. For information on confidentiality protection, sampling error, nonsampling error, and accuracy of the data, see https://www2.census.gov/programs-surveys/demo/guidance/eo/cen2000_accuracy-of-data.p
More Information: see [USA.gov/statistics](https://www2.census.gov/programs-surveys/demo/guidance/eo/cen2000_accuracy-of-data.p)

Percentages

Geography	Occupational Category	Sex	Total	White non-Hispanic	Hispanic	Black non-Hispanic	AIAN non-Hispanic	Asian non-Hispanic	NHOPI non-Hispanic	Balance 2+ Races, non-Hispanic
Ramsey County, MN Fips=27123	Miscellaneous Transportation Workers, Including Bridge and Lock Tenders and Traffic Technicians Combines: 934 - Bridge and Lock Tenders 942 - Other Transportation Workers (942) SOC 53-60XX Combines: 53-6011 53-6041 53-6099	Total	100%	77.40%	22.60%	0.00%	0.00%	0.00%	0.00%	0.00%
Ramsey County, MN Fips=27123	Miscellaneous Transportation Workers, Including Bridge and Lock Tenders and Traffic Technicians Combines: 934 - Bridge and Lock Tenders 942 - Other Transportation Workers (942) SOC 53-60XX Combines: 53-6011 53-6041 53-6099	Male	82.10%	59.50%	22.60%	0.00%	0.00%	0.00%	0.00%	0.00%
Ramsey County, MN Fips=27123	Miscellaneous Transportation Workers, Including Bridge and Lock Tenders and Traffic Technicians Combines: 934 - Bridge and Lock Tenders 942 - Other Transportation Workers (942)	Female	17.90%	17.90%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

	SOC 53-60XX Combines: 53-6011 53-6041 53-6099									
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Source: US Census Bureau, Census 2000 special tabulation

