

715-01 PART E

EXECUTIVE SUMMARY

Mission

The United States Army Corps of Engineers (USACE), Buffalo District Office, located in western New York, has six field offices that cover 38,000 square miles from Massena, New York, to Toledo, Ohio. It encompasses the U.S. drainage basins for both lower Great Lakes and the St. Lawrence River. The Buffalo District provides vital engineering services and capabilities to support navigation, environmental protection/restoration, water management, flood damage mitigation and response to national emergencies. District employees plan, design, construct, and operate water resource projects to maintain navigation, flood and storm damage reduction, stream bank and shoreline protection and ecosystem restoration. The Buffalo District also has regulatory authority over work impacting navigable waters and discharge of fill material into waters of the United States, including wetlands.

The EEO Officer for the Buffalo District reports directly to the Deputy Commander of the District, with the Commander serving as her second line supervisor. The EEO Officer provides day-to-day operational EEO services, technical advice, and assistance to the Commander's office and to managers, supervisors and employees in the six field offices encompassed by the District. The Buffalo District's organization structure is attached to this report.

Database Information

Data contained in this report is from the Defense Civilian Personnel Database System (DCPDS) and the Complaints Tracking System (iComplaints). Comparison data used in this report is drawn from Civilian Labor Force (CLF) statistics.

There are several cautionary notes regarding the data contained in this report. Employees self-identify their race, national origin, and disability status when entering the agency and can update it in MyBiz. Although the Buffalo District requests each employee review their data in MyBiz for accuracy on an annual basis, self-identification of this information is strictly voluntary and as such the data is not perfect. Buffalo District ACTED employees are not included in the data contained in this report. Finally, Army has not made applicant flow data available at the District level in FY17. As a result, the District is unable to review applicants versus selectees.

Summary Analysis of the Workforce

The Buffalo District workforce currently consists of 278 employees, a decrease of 3 from FY16 workforce levels. The percentage of Female employees (27.33%) in the District is considerably less than their availability in the Civilian Labor Force (CLF) (46.80%). In contrast, Male employees occupy 72.66% of the positions in the District, a figure that is higher than the CLF figure of 53.20%. Compared to the CLF, the Buffalo District continues to exhibit low representation of women and minorities (with the exception of American Indian/Alaskan Native Males).¹ The Buffalo District has no Hispanic Males,

¹ Underrepresentation, as defined in 5 CFR Section 720.202, indicates that the number of women or members of a minority group within a category of civil service employment constitutes a lower percentage of the total number of

Asian Females, Native Hawaiian or Other Pacific Islanders (Males or Females), and no Female American Indian/Alaskan Natives.

CURRENT WORKFORCE - Distribution by Race/Ethnicity/Sex (Total: 278)

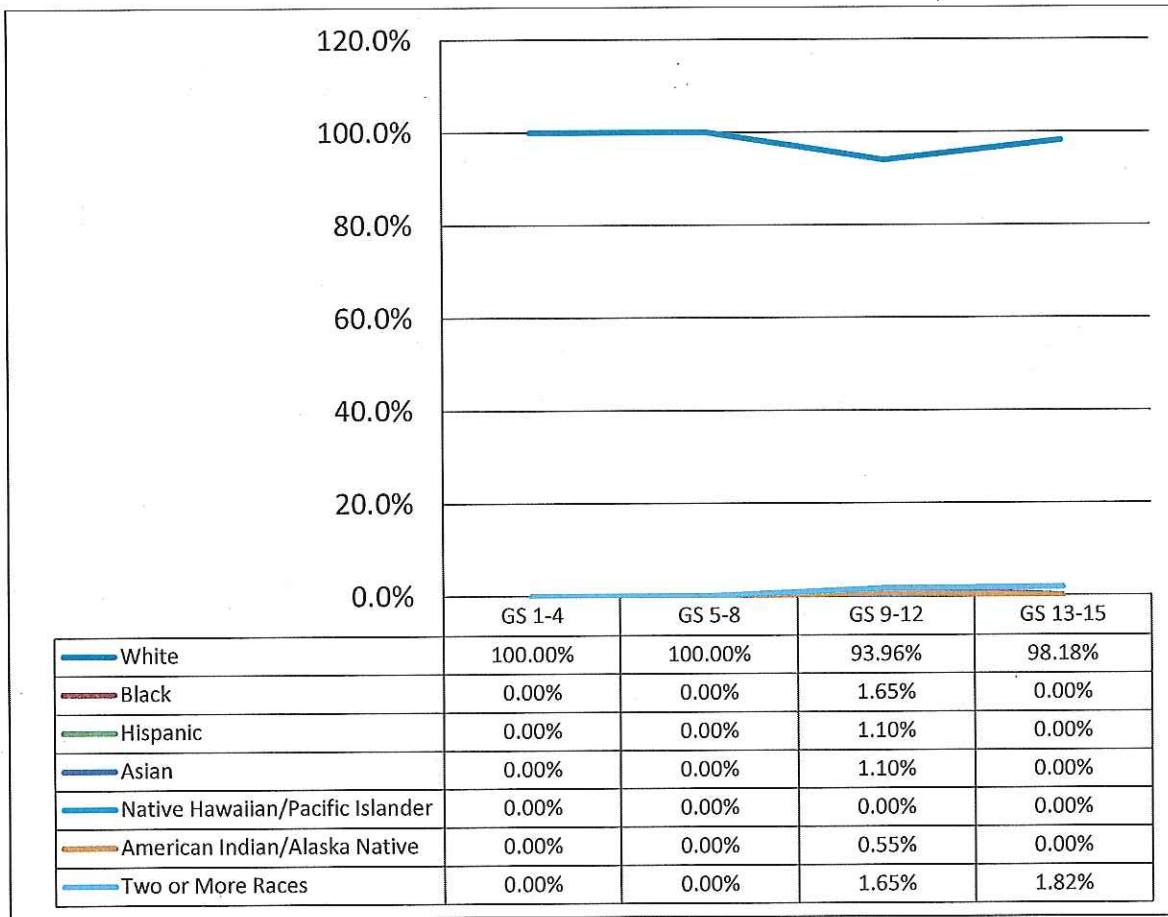
RNO	Number	Percent*	CLF	Difference (#) from FY16
White Male	192	69.06%	38.33%	-8
White Female	72	25.89%	34.03%	+2
Black Male	3	1.07%	5.88%	0
Black Female	1	0.35%	6.41%	0
Hispanic Male	0	0.00%	6.02%	0
Hispanic Female	2	0.71%	3.93%	0
Asian Male	2	0.71%	1.83%	+1
Asian Female	0	0.00%	1.78%	0
Native Hawaiian or Pacific Islander Male	0	0.00%	0.07%	0
Native Hawaiian or Pacific Islander female	0	0.00%	0.07%	0
American Indian or Alaskan Male	2	0.71%	0.32%	0
American Indian or Alaskan Female	0	0.00%	0.32%	0
Two or More races Male	3	0.52%	0.52%	+2
Two or more races Female	1	0.35%	0.52%	0

*Red indicates a low participation rate compared to the National Civilian Labor Force average.

employees within the employment category than the percentage that women or the minority group constitutes within the civilian labor force of the United States.

Grade, Ethnicity, Race and Gender

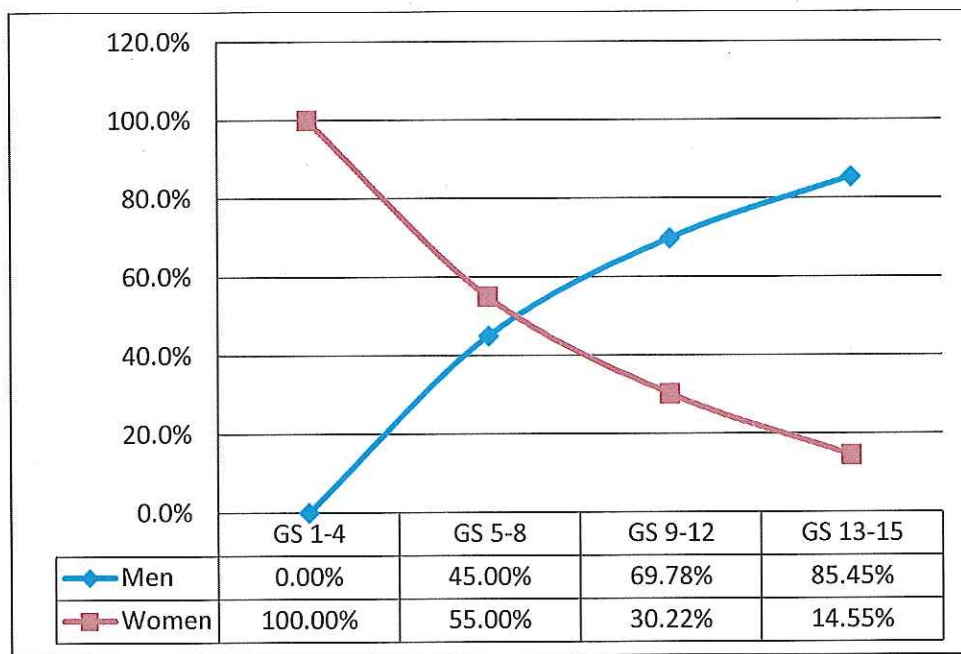
The following tables provide a snapshot of GS employees by grade grouping, ethnicity, race and gender.² With the exception of Whites and Males, there is a less-than-expected participation rate for all other ethnic, racial and gender groups.



Population	White	Black	Hispanic	Asian	Native Hawaiian/Pacific Islander	American Indian/Alaska Native	Two or More Races	TOTALS
GS 1-4	2	0	0	0	0	0	0	2
GS 5-8	20	0	0	0	0	0	0	20
GS 9-12	171	3	2	2	0	1	3	182
GS 13-15	54	0	0	0	0	0	1	55
	247	3	2	2	0	1	4	259

² Wage Grade employees are not captured in these tables.

General Schedule (GS) by Gender and Grade Grouping



Population	Men	Women	Total
GS 1-4	0	2	2
GS 5-8	9	11	20
GS 9-12	127	55	182
GS 13-15	47	8	55
Total	183	76	259

Disabilities

Section 501 of the Rehabilitation Act of 1973, as amended, codified at 29 U.S.C. §791, requires Federal agencies to establish affirmative action programs for the hiring, advancement and retention of persons with disabilities. EEOC recommends that goals should be set and accomplished to show measureable progress from the preceding fiscal year, with a target of 2% for individuals with targeted disabilities (IWTDS). Targeted disabilities are those disabilities that the federal government, as a matter of policy, has identified for special emphasis. They include: They include: deafness; blindness; missing extremities; partial paralysis; complete paralysis; epilepsy; severe intellectual disability; mental illness; and dwarfism.

According to the Office of Personnel Management, IWTDS account for less than 1% (0.99%) of all Federal agency employees. In the Buffalo District, the number of individuals self-identifying as having one or more disabilities is 26 or 9.35% (up from 17 in FY16). However, the Buffalo District continues to show an underrepresentation of IWTDS.

Hiring of IWTDS in the Buffalo District remains below the Federal goal of 2% and remains to be an area for improvement. Although the number of permanent employees who self-identified as IWTDS remained steady at 1 (0.36%), it should be highlighted that the Buffalo District utilized the Workforce Recruitment Program (WRP) to bring in IWTDS student hire for the summer. This was the first time the Buffalo District had hired through this program. The student was placed into the Public Affairs Office and provided not only support to the office, but served as an excellent ambassador for the WRP program. The Buffalo District should continue to plan to recruit and hire IWTDS, as well as annually remind employees to update their disability status in DCPDS, in order to meet the Federal goal of 2%.

Veterans

The Buffalo District had a total population of 66 veterans in FY17, down from 77 in FY16. The District hired 4 veterans (of these, 2 were 30% or more disabled veterans), and 7 veterans received permanent promotions. Within the veteran workforce, 20 self-reported as having a disability. No veteran self-identified as having a targeted disability. The Buffalo District realizes that disabled veteran employees need to be accurately identified as part of its goal of reaching 2% IWTDS.

Accessions/Separations

According to the data, there were 15 accessions in FY 17 (down from 43 in FY 16): 6 White Females and 9 White Males.

In FY 17 there were a total of 17 losses: 1 Black Male (resigned to accept position in private industry); 4 White Females (1 retirement; 3 resignations); and 12 White Males (4 retirements, 2 resigned to accept positions in private industry; 3 transfer to other federal agencies, 2 resignations; 1 termination during probationary period).

Top Occupational Series

The most populous occupational series in the Buffalo District by number of employees are: 810 Civil Engineering (59), 401 Natural Resources Management and Biological Sciences (47), 819 Environmental Engineering (23), 301 Miscellaneous Administration & Program (10), 303 Miscellaneous Clerk and Assistant (9) and 802 Engineering Technical (8).

Data Table Summary Report For CEBUF(Y 2017)								
Employee Pool	Total #	Men	Women	Hispanics	Whites	Blacks	Asian Americans/ Pacific Islanders	American Indians/ Alaskan Natives
Current Total Work Force	278	72.66%	27.33%	0.71%	94.96%	1.43%	0.71%	0.71%
Last Year's Work Force	281	73.66%	26.33%	0.71%	96.08%	1.42%	0.35%	0.71%
Population Change	-3	-1.00%	1.00%	0.00%	-1.12%	0.01%	0.36%	0.00%
Top 10 Employment Programs:								
810 - CIVIL ENGINEERING	59	86.44%	13.55%	0.00%	96.61%	0.00%	0.00%	0.00%
401 - GEN NATURAL RESOURCES MGMT AND BIOLOGICAL SCIENCES	47	68.08%	31.91%	0.00%	100.00%	0.00%	0.00%	0.00%
819 - ENVIRONMENTAL ENGINEERING	23	60.86%	39.13%	4.34%	95.65%	0.00%	0.00%	0.00%
301 - MISCELLANEOUS ADMINISTRATION & PROGRAM	10	70.00%	30.00%	0.00%	90.00%	0.00%	0.00%	0.00%
303 - MISCELLANEOUS CLERK & ASSISTANT	9	22.22%	77.77%	0.00%	100.00%	0.00%	0.00%	0.00%
802 - ENGINEERING TECHNICAL	8	100.00%	0.00%	0.00%	87.50%	12.50%	0.00%	0.00%
560 - BUDGET ANALYSIS	6	50.00%	50.00%	0.00%	100.00%	0.00%	0.00%	0.00%
341 - ADMINISTRATIVE OFFICER	6	33.33%	66.66%	0.00%	100.00%	0.00%	0.00%	0.00%
343 - MANAGEMENT AND PROGRAM ANALYSIS	6	33.33%	66.66%	0.00%	100.00%	0.00%	0.00%	0.00%
1102 - CONTRACTING	6	83.33%	16.66%	0.00%	66.66%	16.66%	16.66%	0.00%
Senior Executives (ES,ST,IP)	0	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Grades:								
15	4	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
14	10	80.00%	20.00%	0.00%	100.00%	0.00%	0.00%	0.00%
13	41	85.36%	14.63%	0.00%	97.56%	0.00%	0.00%	0.00%
12	101	74.25%	25.74%	1.98%	94.05%	0.99%	1.98%	0.99%
11	52	69.23%	30.76%	0.00%	94.23%	1.92%	0.00%	0.00%
10	1	100.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
9	28	53.57%	46.42%	0.00%	92.85%	3.57%	0.00%	0.00%
8	1	0.00%	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%
7	11	63.63%	36.36%	0.00%	100.00%	0.00%	0.00%	0.00%
6	4	50.00%	50.00%	0.00%	100.00%	0.00%	0.00%	0.00%
5	4	0.00%	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%
3	2	0.00%	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%

Series 810 Civil Engineering:

Of the 59 employees in this series, 86.44% are White Males, 13.55% are White Females, and 3.39% identify as Two or More Races. All other EEO populations are absent.

Series 401 Natural Resources Management and Biological Sciences:

Of the 47 employees in this series, 68.08% are White Males and 31.91% are White Females. No other EEO population is represented.

Series 819 Environmental Engineering:

Of the 23 employees in this series, 60.89% are White Males and 39.13% are White Females. Hispanic Females represent the remainder in this category at 4.34%. All other populations are absent.

Series 301 Miscellaneous Administration & Program:

Of the 10 employees in this series, 70% are White Males and 30% are White Females. No other EEO population is represented.

Series 303 Miscellaneous Clerk & Assistant:

Of the 9 employees in this series, 22.22% are White Males and 77.77% are White Females. No other EEO population is represented.

Series 802 Engineering Technical:

Of the 8 employees in this series, 87.50% are White Males and 12.50% are Black Males. All other populations are absent.

Non-GS Occupations

The most populous non-GS occupations in the Buffalo District by number of employees are: Floating Plant/Non-Supv (7), Floating Plant/Supv (4), Floating Plant Leader (1), NAV Lock & Dam Non-Supv (4). 1 Floating Plant Supv identifies as American Indian/Alaskan Native Male, 1 Floating Plant/Non-Supv identifies as a Black Male, and the remaining employees are White Males. All other populations are absent.

FED 9

The EEOC uses an occupational classification system consisting of 9 categories for MD 715 reporting purposes known as the FED 9. The breakdown of the Buffalo District workforce in the required EEOC FED 9 occupational groups indicates the following:

Workforce FED 9 Categories

FED9 Description	Number of Employees	Percentage
Officials and Managers	51	18.34%
Professionals	180	64.74%
Technicians	16	5.75%
Sales Workers	0	0%
Administrative Support Workers	16	5.75%
Craft Workers	5	1.79%
Operatives	9	3.23%
N/A	1	0.35%

FED9 Information:

Fed9:	Officials and Managers	Professionals	Technicians	Sales Workers	Administrative Support Workers	Craft Workers	Operatives	Laborers and Helpers	Service Workers
White Men	30	133	13	0	3	5	8	0	0
White Women	17	40	1	0	13	0	0	0	0
African American Men	1	0	2	0	0	0	0	0	0
African American Women	1	0	0	0	0	0	0	0	0
Hispanic Men	0	0	0	0	0	0	0	0	0
Hispanic Women	0	2	0	0	0	0	0	0	0
Asian Men	1	1	0	0	0	0	0	0	0
Asian Women	0	0	0	0	0	0	0	0	0
Pacific Islander Men	0	0	0	0	0	0	0	0	0
Pacific Islander Women	0	0	0	0	0	0	0	0	0
Native American/Alaskan Native Men	0	1	0	0	0	0	1	0	0
Native American/Alaskan Native Women	0	0	0	0	0	0	0	0	0
Two or More Races Men	1	2	0	0	0	0	0	0	0
Two or More Races Women	0	1	0	0	0	0	0	0	0
Totals	51	180	16	0	16	5	9	0	0

Top 10 Career Programs	ENGINEERS & SCIENTISTS (RESOURCES & CONSTRUCTION)	GENERAL ADMINISTRATION & MANAGEMENT	COMPTROLLER	SAFETY & OCCUPATIONAL HEALTH MANAGEMENT	TRANSPORTATION & DISTRIBUTION MANAGEMENT	CONTRACTING AND ACQUISITION	LEGAL	MATERIAL MAINTENANCE MANAGEMENT	PUBLIC AFFAIRS AND COMMUNICATIONS MEDIA	INSTALLATION MANAGEMENT
White Men	143	11	9	7	7	4	3	3	2	2
White Women	34	18	9	1	0	2	3	1	1	0
African American Men	2	0	0	0	1	0	0	0	0	0
African American Women	0	0	0	0	0	1	0	0	0	0
Hispanic Men	0	0	0	0	0	0	0	0	0	0
Hispanic Women	2	0	0	0	0	0	0	0	0	0
Asian Men	1	0	0	0	0	1	0	0	0	0
Asian Women	0	0	0	0	0	0	0	0	0	0
Pacific Islander Men	0	0	0	0	0	0	0	0	0	0
Pacific Islander Women	0	0	0	0	0	0	0	0	0	0
Native American/Alaskan Native Men	0	0	0	1	1	0	0	0	0	0
Native American/Alaskan Native Women	0	0	0	0	0	0	0	0	0	0
Two or More Races Men	2	1	0	0	0	0	0	0	0	0
Two or More Races Women	1	0	0	0	0	0	0	0	0	0
Totals	185	30	18	9	9	8	6	4	3	2

Supervisors

The majority of Supervisors employed in the Buffalo District are White. Among the distribution of Supervisor Status (37 employees), there are 34 White Males, 1 Asian Male, and 2 White Females. All other populations are absent. There are no employees above the non-supervisory level who self-identify as having a disability.

- In the classification of Supervisor CSRA³ (6 employees), there are 4 White Males and 2 White Females. All other populations are absent.
- At the Leader level (2 employees) there is 1 White Male and 1 American Indian/Alaskan Native. All other populations are absent.
- At the highest grades in the District (GS-13 to GS-15), with the exception of 1 Asian Male, the remaining supervisors are White Males and White Females. There are no other populations represented.

Awards and Other Incentives

With respect to incentives, 3 employees received PCS in FY 17 (3 White Men). Three employees received student loan repayment (2 White Men, 1 White Female).

Awards in the categories of QSIs, Performance Awards (cash and time off), On-The-Spot Cash awards, and Special Act or Service Awards are handled at the discretion of the supervisor. Most, if not all, supervisors follow the practice of asking their employees if they prefer cash or time off if the supervisor can pick one or the other. There were 224 Time Off Awards given in FY 17 (162 Males; 62 Females); 234 On-The-Spot Cash Awards (155 Males; 79 Females); 13 QSIs (9 Males; 4 females); 201 Performance Awards - Cash (155 Males, 46 Females), and 2 Special Act or Service Awards (1 Male; 1 Female).

An awards panel is formed each fiscal year. One employee is selected from each of three divisions and serves on the panel for the year. Also on the panel is an EEO representative to observe and a note taker from the Executive Office who works with the Deputy Commander to prepare awards packages for the panel. The Deputy Commander chairs the awards panel. The panel reviews and makes recommendations to the Commander on selections for the LDP II (regional) and III (Division) programs, Employees of the Year for each Division, and a recommendation on the Commanders Award for Employee of the Year for the District. Other awards can come before the panel. Objective standards and definitions for rating nominations are in place prior to providing the panel members with nominations to review and rate. All

³ A "supervisor (CSRA)" title includes anyone who meets the definition of supervisor in the Civil Service Reform Act, but who supervises less than 25 percent of the time.

award nomination packages are sanitized of personal information in an effort to keep the process as neutral as possible.

Model EEO Program Summary

The Buffalo District's self-assessment of the six essential elements area summarized as follows:

Element A: Demonstrated Commitment from Agency Leadership

Strengths:

There is a strong commitment from the highest levels within the District that discrimination will not be tolerated. EEO policies, expressing the Commander's commitment to EEO and a workplace free of discriminatory harassment, have been issued each year. EEO policies were aligned with Army Directive 2015-40 Implementing Procedures for Anti-Harassment Policy and issued in FY17. Annually, EEO policies are emailed to the entire workforce and posted on the District's intranet and EEO bulletin board, as well as bulletin boards throughout the District.

Every supervisor in the District received training in 2016 in the Army Anti-Harassment Policy after issuance of Army Directive 2015-40 Implement Procedures for Anti-Harassment Policy. New supervisors are given a briefing and provided copies of the LRB policy statements as well as the Army Anti-Harassment Policy when they are promoted to the supervisory ranks.

Written EEO materials are visible and displayed in areas employees/applicants frequent and are posted on the intranet for anonymous viewing. The Commander and Deputy Commander send a clear message of support through their attendance and participation in EEO programs.

Resources are allotted for the functioning of the EEO program.

The EEO Officer serves as a resource to managers and supervisors by providing direction, guidance and monitoring of key activities to achieve a diverse workplace free of barriers to equal opportunity. The EEO Officer is included in the selection process for many of the vacancies in the District, usually every GS-12 and higher vacancy. The EEO Officer sits in on the selection process for lower graded vacancies if it is a new hiring official, to ensure that they learn how to conduct a fair hiring panel. The EEO Officer attends meetings on the development of and updates to the staffing plan.

The District is fully staffed with collateral duty Special Emphasis Program Managers (SEPMs). They include a Hispanic Employment Program Manager; Federal Women Program Manager; American Indian/Alaska Native Program Manager, Black Employment Manager, Asian/Pacific Islander Heritage Program Manager and Disability Program Manager. The SEPMs actively plan programs and assist with recruitment, offering ideas and contacts. Of special note is the Employee Recreation Association (ERA), who regularly partner with the EEO Office on programs. In a District as small as the LRB, having a group such as the ERA not only for

sponsorship of special emphasis programming, but as a resource to generate ideas with and bounce ideas off of is immeasurable.

Deficiencies:

There were no deficiencies identified.

Element B: Integration of EEO into the Agency's Strategic Mission

Strengths:

The EEO Officer reports to the Deputy Commander of the District and meets regularly with the Commander and Deputy Commander to discuss the EEO program.

The EEO Officer has a number of opportunities to keep the Senior Leadership and Managers apprised of District mandates, goals, mission strategies and accomplishments. The EEO Officer provides updates on the EEO program during the quarterly LRB Command and Staff Support Synch Meetings. The EEO Officer is a non-voting member of the Position Management Council and is provided the opportunity to discuss EEO in the context of filling positions and strategic planning. The EEO Officer is an advisor on internal and external interview panel selections for higher-graded positions, and an advisor to the District Management Board.

Deficiencies:

Army lacks the ability to conduct applicant flow data analysis. See Part H. Note: this is not within the control of LRB.

Element C: Management and Program Accountability

Strengths:

The EEO Officer is an advisor to the monthly District Management Board, monthly Position Management Council, and reports out during the monthly LRB Command and Staff Support Synch Meetings. The EEO Officer provides information and discuss EEO programs/initiatives with supervisors and managers as issues and questions arise. The EEO Officer has unfettered access to meet with senior leaders one-on-one as needed. Senior Leaders, Managers and Supervisors are evaluated on their commitment to EEO. In FY14, supervisors and managers were provided with detailed list of examples developed in conjunction with the EEO Officer and sent out by the District Commander, spelling out how to meet and/or exceed the EEO objective. The list is still utilized as a guide by management.

Of particular note is the Commander's Policy Statement on Anti-Harassment. It contains an Anti-Harassment procedure for handling allegations of harassment. The Anti-Harassment procedure does not take the place of the EEO complaint process but is in addition to, as required by EEOC regulations. The new procedure ensures that harassment allegations are

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tracked and a Memorandum for the Record (MFR) written after the manager has explored the allegations and forwarded to the Commander. This requirement pre-dates the issuance of the Army Anti-Harassment Policy.

Awards selection panels have been in place since FY 13, and generally utilized for Employee Recognition Awards, with the EEO Officer sitting in on panel meetings to review and rate the application packages.

Deficiencies:

There is not an established schedule for the review of the Merit Promotion Program Policy/Procedures because the policy was rewritten and is pending finalization and signature by the CG. Note: this is not within the control of the LRB.

Element D: Proactive Prevention of Unlawful Discrimination

Strengths:

The EEO Officer works with the Office of Counsel and CPAC to addresses issues that could result in EEO complaints if left unaddressed. Managers are strongly encouraged to use ADR to resolve EEO complaints. The EEO Officer provides EEO briefings for new employees as well as tracks completion of required EEO training such as the No FEAR Act.⁴ The orientation briefing for new employees includes an overview of the No FEAR Act to ensure that new employees are made aware of the Agency's training requirement, followed by tracking to ensure timely completion of the training by new employees.

As of September 30, 2017, 43 supervisors and 238 non-supervisors completed the mandatory EEO, Anti-Harassment, and No Fear Act training resulting in a 100 percent completion rate for those employees who were in active status. Similarly, 100% of the District completed the mandatory Sharp Phase I and Sharp Phase II trainings.

Deficiencies:

There were no deficiencies noted.

Element E: Efficiency

Strengths:

⁴ The Notification and Federal Employee Antidiscrimination and Retaliation Act ["No FEAR Act"] requires that every Federal agency train its employees about the rights and remedies available under antidiscrimination laws and whistleblower protection laws. Specifically, 29 CFR § 724.203(e) requires "[e]ach agency must train new employees as part of its agency orientation program or other training program. Any agency that does not use a new employee orientation program for this purpose must train new employees within 90 calendar days of the new employees' appointment."

The Buffalo District utilizes iComplaints to track and monitor EEO complaints, BOXI and the MD 715 Reporter to monitor information that could impact the Agency's EEO program.

Legal sufficiency reviews are handled by attorneys located outside of the District.

Deficiencies:

There were no deficiencies identified.

Element F: Responsiveness and Legal Compliance

Strengths:

The District uses the EEO and CPAC staff to develop and implement the correct schedule for processing actions, providing advisement, and ensuring legal compliance.

A strong commitment to responsiveness and legal compliance was effectuated in the most recent Command Policy Letter on Anti-Harassment. In it, the District's Commander outlined a procedure, outside of the EEO Office, for addressing harassment complaints. As part of the process, supervisors and managers are expected to swiftly take action to look into the alleged harassment and draft a Memorandum for the Record (MFR) which encapsulates efforts made to look into the matter and what, if any, action is taken as a result of the findings. The MFR is routed to the Commander to keep him apprised of situations within the District. Of concern is the lack of a tracker in FY17, formerly in place, that was maintained by the Deputy Commander to ensure that harassment allegations are looked into and closed out with the employee at the conclusion of the process, and that it is all handled within the 30 days outlined in the LRB policy letter. The tracker had been put into place after it became apparent that no one was tracking inquiries and there was no control in place to ensure completion without the 30 days.

The District's Emergency Management team has worked with the EEO Office to create a plan for employees with disabilities (permanent and temporary) for emergency evacuations and for drills. Notification of this plan is sent out to employees annually.

Deficiencies:

There were no deficiencies identified.

Summary of EEO Plan Objectives Planned to Eliminate Barriers or Correct Program Deficiencies:

MD-715 requires agencies to establish a plan for the elimination of the deficiencies and barriers that impede establishing a Model EEO program. A deficiency in any of the essential elements creates a weakness in the organizational infrastructure which undermines attaining a Model EEO Program. EEOC defines a barrier as an institutionalized policy, principle, practice, or condition that limits or tends to limit employment opportunities.

Barriers to Equal Employment Opportunity

In addition to the item included in Part H (Army has not provided data at the District level on applicant flow data), Part I identifies the following:

Barrier: The participation rate of Hispanics is less than the expected NCLF rate of 9.96%.

Barrier: Low participation rate of Individuals with Targeted Disabilities (less than goal of 2%).

Barrier: Low participation rate of Women and other Ethnic and Racial groups in the supervisory ranks (GS13-GS15).

Barrier: Low participation rate of Woman and other Ethnic and Racial groups in the non-supervisory GS-12 and below.

Complaint Activity

During FY 17, there was 1 formal complaint filed in the Buffalo District. Non-selection has been the top issue in complaints in recent years. The top basis has been gender (both male and females have filed on this topic), followed by race (white). One formal complaint filed in FY 11 requested a hearing and has been pending a ruling for summary judgment since FY 2012. Four formal complaints are currently pending hearing at EEOC.

Noteworthy Activities:

Significantly, LRB managers and supervisors worked to lay the groundwork on upcoming PATHWAYS vacancies in an effort to increase the quality and number of applicants. Ad hoc recruitment teams promoted USACE and PATHWAYS through a series of on-campus visits, phone calls, emails alerting Career Service Offices of upcoming vacancy announcements, and class presentations. Targeted campuses included: Akron University, SUNY Buffalo, Case Western Reserve University, Cleveland State University, Gannon University, Ohio State University, Rochester Institute of Technology, University of Toledo, and Lakeland Community College.

The EEO Office continued to utilize and expand the list of POCs in local and state agencies, colleges and universities for distribution of vacancy announcements to underrepresented populations and veterans.

The EEO Office regularly partners with the Employee Recreation Association on special emphasis observances, increasing the number of programs as well as attendees.

EEO and Public Affairs collaborate and utilize the EEO Program and LRB Speakers Bureau to do STEM Outreach to underrepresented populations and bring in STEM students for internships and job shadows. Of note was creating a relationship with the Buffalo and Erie

Country Libraries, providing the opportunity and structure to do STEM outreach to diverse audiences throughout western New York.

Liaisons are maintained with the Alumni Career Centers at colleges and universities throughout Western New York and Ohio, the DoD Workforce Recruitment Program, and the Pathways Program. STEM Partnership MOUs were signed with the University of Buffalo and Case Western Reserve University, which will have the impact of increasing our ability to reach more veteran students at each campus.

The EEO Officer does several sessions for the Leadership Development Program II, including facilitating a speed mentoring program, a creative problem solving workshop, a hands-on workshop on interviewing, and videotaped mock interviews with feedback. Efforts such as these programs are designed to equip individuals, including Women and Veterans, with the tools necessary to advance their careers.

Mount Morris Dam conducted or hosted a number of special events that saw over 137,000 visitors during FY17. Rangers communicated USACE messaging (e.g. STEM, Water Safety, Environmental Stewardship, etc.) to over 1,800 people during outreach programs.