

MD 715: Ten Years Later

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Federal Sector Workforce Data – 2003 to 2011

2003	Total	Men	Women	Hispanic	White	Black	Asian	NHOPI	AI/AN	IWTD
Permanent	2,428,330	57.4%	42.6%	7.2%	67.2%	18.6%	5.5%		1.5%	1.05%
Senior Pay	15,308	74.5%	25.5%	3.4%	86.2%	7.1%	2.5%		0.8%	0.4%

2011	Total	Men	Women	Hispanic	White	Black	Asian	NHOPI	AI/AN	IWTD
Permanent	2,553,190	56.8%	43.2%	8.2%	64.4%	18.5%	6.0%	0.4%	1.5%	0.9%
1st Level Mgmt	70,361	59.6%	40.4%	7.7%	68.9%	15.8%	3.2%	0.45%	2.8%	0.6%
Mid-Level Mgmt	104,286	65.8%	34.2%	8.0%	73.7%	12.3%	3.6%	0.2%	1.3%	0.5%
Senior Pay	14,426	70.4%	29.6%	3.8%	83.0%	8.3%	3.3%	0.2%	0.9%	0.5%

Federal Sector Complaint Data – 2003 - 2012

Government-wide Categories	2003	2012	Percentage Change
EEO Counselings Completed	45,030	34,521	-23%
Formal Complaints Filed	20,226	15,837	-22%
Requests for Hearing	9,994	7,090	-29%
Findings of Discrimination - Hearings	341	147	-57%
Requests for Appeals	7,035	4,350	-38%
Findings of Discrimination - Appeals	218	109	-50%

Federal Sector Complaint Data – 2003 - 2012

Resolutions	2003	2012	Percentage Change
Settlements	8,199	5,353	-35%
Settlements w/ benefits	603	740	+38%
Total Monetary Benefits	\$3,160,565	\$3,442,719	+9%
Average Monetary Settlement	\$5,241	\$4,652	-11%

FY 2004 to 2008

- MD-715 effort were focused on completing the report.
- EEOC's initial training centered around completing the report.
- Barrier Analysis not a function/skill set within most EEO programs.

FY 2009 - 2012

- Agencies pushing for better HR data to support affirmative employment efforts.
- EEOC revamps training courses to focus on barrier analysis.
- EEO community makes concerted effort to obtain applicant data.
- Technology becomes an integral part of affirmative employment and analysis of workforce.

Intent of EEOC Management Directive 715

- MD 715 sets forth guidance for agencies regarding their affirmative employment programs under both Title VII of the Civil Rights Act and the Rehabilitation Act.
- The primary goal is to improve the policies, practices and procedures that may artificially limit employment opportunities.

Intent of MD 715

- The directive focuses on barrier removal and elimination (root cause analysis).
- While workforce and complaint statistics assist in identifying areas for improvement, they do not automatically constitute barriers.
- Similarly, a weed is visual manifestation of a problem, but the solution lies beneath the surface.



Intent of MD 715

- End goal of this exercise is to assist the agency in recruiting, selecting, developing and retaining a high-performing workforce that draws upon the greatest pool of talent.

Implementing MD-715 Efforts

Step 1: Implement Process Review

Implement Process Review

- Review identified triggers and determine the policies, practices or procedures affected by the trigger.
- Prioritize the identified policies, practices or procedures (high, medium, low) in light of impact on opportunity.
- Select those which are high impact and achievable in light of organizational climate and situation.

Implementing MD-715 Efforts

Step 2: Develop Business Case

Develop Business Case

- MD 715 efforts **MUST** be linked to ongoing mission priorities.
- Identified action items and subsequent plans should be linked to the agency's strategic plan.
- If possible, the strategic plan should include specific EEO activities which have been identified as agency priorities.

Implementing MD-715 Efforts

Step 3: Cultivate Strategic Alliances

Cultivate Strategic Alliances

- Know your organization
 - Who are the decision-makers?
 - Who are the influencers?
 - Who has the information?
- Engage key partners
 - Who will be affected by this effort?
 - How will it benefit them to partner?

Cultivate Strategic Alliances

- Ensure that partners know that the goal is process improvement.
 - If relevant, equate the process to the six sigma model.
 - Cost-savings through in-house evaluation.
 - Information important to external entities.
 - Congress
 - OMB
 - EEOC/OPM

Implementing MD-715 Efforts

Step 4: Execute Action Plans

Execute Action Plans

- Provide partners with the steps for implementing process review.
- Make sure partners have key role in reviewing the process.
- Develop realistic timelines with reassessment points.
- Avoid making the process adversarial.

Implementing MD-715 Efforts

Step 5: Provide Assessment and
Recommendations

Provide Assessment and Recommendations

- Present organizational assessment of area studied.
 - Current state with any history explaining the origins and reasons for the policy, practice or procedure.
 - Areas of strength and weakness.
 - How does this area affect the organization?

Provide Assessment and Recommendations

- Explain alternatives to current state.
- What are the potential repercussions if nothing is done?
- What are the potential benefits if change is implemented?

Follow-up Items

- Publicly acknowledge the work of key partners.
- Explain each process review in the annual state of the agency address.
- If recommendations implemented, track the changes that result.

Thank You!!

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