

MD 715: Beyond the Numbers

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1

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.

2

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.



3

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.

4

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.

5

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.

6

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?

7

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

8

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.

9

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?

10

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?

11

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.

12

Takeaways

- Activities under the MD 715 are intended to improve organizations.
- The effort centers around process improvement.
- A business case is key to successful implementation.
- Key partners bring necessary collaboration and share responsibilities.

13

Thank You!!

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14