

Conciliation Agreement  
Between the  
U.S. Department of Labor Office of Federal Contract Compliance Programs  
And  
Metis Solutions LLC  
2001 Jefferson Davis Highway, Suite 600  
Arlington, VA 22202

**PART I: General Provisions**

1. This Agreement is between the U.S. Department of Labor, Office of Federal Contract Compliance Programs (OFCCP), and Metis Solutions LLC, 2001 Jefferson Davis Highway, Suite 600, Arlington, VA 22202.
2. The violations identified in this Agreement were found during a compliance evaluation of Metis Solutions LLC (Metis Solutions) which began on March 15, 2019, and were specified in a Notice of Violation that was issued on January 8, 2020. OFCCP alleges that Metis Solutions has violated Executive Order 11246, as amended; Section 503 of the Rehabilitation Act of 1973, as amended; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (38 U.S.C. 4212) and implementing regulations at 41 CFR Chapter 60 due to the specific violations cited in Part II below.
3. This Agreement does not constitute an admission by Metis Solutions of any violation of Executive Order 11246, as amended; Section 503 of the Rehabilitation Act of 1973, as amended; the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended, (38 U.S.C. 4212) and the implementing regulations.
4. The provisions of this Agreement will become part of Metis Solutions' AAP. Subject to the performance by Metis Solutions of all promises and representations contained herein and in its AAP, all named violations in regard to the compliance of Metis Solutions with all OFCCP programs will be deemed resolved. However, Metis Solutions is advised that the commitments contained in this Agreement do not preclude future determinations of noncompliance based on a finding that the commitments are not sufficient to achieve compliance.
5. Metis Solutions agrees that OFCCP may review compliance with this Agreement. As part of this review, OFCCP may require written reports, inspect the premises, interview witnesses, and examine and copy documents, as may be relevant to the matter under investigation and pertinent to Metis Solutions' compliance. Metis Solutions shall permit access to its premises during normal business hours for these purposes.
6. Nothing herein is intended to relieve Metis Solutions from the obligation to comply with the requirements of Executive Order 11246, as amended; Section 503 of the Rehabilitation Act of 1973, as amended; and/or the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (38 U.S.C. 4212); their implementing regulations; or any other equal employment statute or executive order or its implementing regulations.
7. Metis Solutions agrees that there will be no retaliation of any kind against any beneficiary of this Agreement or against any person who has provided information or assistance, or who files

a complaint, or who participates in any manner in any proceedings under Executive Order 11246, as amended; Section 503 of the Rehabilitation Act of 1973, as amended; and/or the Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended (38 U.S.C. 4212).

8. This Agreement will be deemed to have been accepted by the Government on the date of the signature by the Acting Assistant District Director for OFCCP.
9. If at any time in the future, OFCCP believes that Metis Solutions has violated any portion of this Agreement during the term of this Agreement, Metis Solutions will be promptly notified of that fact in writing. This notification will include a statement of the facts and circumstances relied upon in forming that belief. In addition, the notification will provide Metis Solutions with 15 calendar days from receipt of the notification to respond in writing, except where OFCCP alleges that such a delay would result in irreparable injury.

Enforcement proceedings for violation of this Agreement may be initiated at any time after the 15-day period has elapsed or sooner, if irreparable injury is alleged, without issuing a Show Cause Notice.

Where OFCCP believes that Metis Solutions has violated this Conciliation Agreement, OFCCP may seek enforcement of this Agreement itself and shall not be required to present proof of the underlying violations resolved by this Agreement.

Liability for violation of this Agreement may subject Metis Solutions to sanctions set forth in Section 209 of the Executive Order, 41 CFR 60-300.66, and/or 41 CFR 60-741.66 and/or other appropriate relief.

## **PART II: Specific Provisions**

1. **VIOLATION:** Metis Solutions failed to develop and maintain an acceptable written Executive Order 11246 AAP, as required by 41 CFR 60-1.40.

**REMEDY:** Metis Solutions will develop and maintain an acceptable written Executive Order 11246 AAP, as required by 41 CFR 60-1.40.

2. **VIOLATION:** During the period April 1, 2018, through March 31, 2019, Metis Solutions failed to keep and preserve complete and accurate personnel and employment records, in violation of 41 CFR 60-1.12(a) and (e). Specifically, Metis Solutions admitted that it failed to maintain records on its applicants and hires by specific job title and job group. Metis Solutions also failed to maintain acceptable employee level compensation data for all employees.

**REMEDY:** Metis Solutions will keep and preserve complete and accurate personnel and employment records, in accordance with 41 CFR 60-1.12(a) and (e), and will keep and preserve those records for a period of not less than two years from the date of the making of the record or the personnel action, whichever occurs later. However, if Metis Solutions has a total workforce of 150 or fewer employees or does not have a government contract of at least \$150,000, the minimum record retention period shall be one year from the making of the record or the personnel action, whichever occurs later, as permitted by 41 CFR 60-1.12(a).

- 3. VIOLATION:** Metis Solutions failed to preserve its AAP and documentation of good faith effort for the immediately preceding AAP year, as required by 41 CFR 60-1.12(b).

**REMEDY:** Metis Solutions will preserve its AAP and documentation of good faith effort for the immediately preceding AAP year, as required by 41 CFR 60-1.12(b).

- 4. VIOLATION:** During the period April 1, 2017 through March 31, 2019, Metis Solutions failed to immediately list all employment openings with either the state workforce agency job bank or a local employment service delivery system serving the location where the openings occurred in violation of 41 CFR 60-300.5(a)2-6.

**REMEDY:** Metis Solutions will list all employment openings as they occur with an appropriate employment service delivery system (ESDS) (either the state workforce agency job bank or a local ESDS) where the openings occur, in a manner and format that will allow the ESDS to provide priority referrals of protected veterans to Metis Solutions, as required by 41 CFR 60-300.5(a)2-6. With its initial listing, and as subsequently needed to update the information, Metis Solutions will also advise the employment service delivery system that it is a federal contractor that desires priority referrals of protected veterans for job openings at all locations within the state, and provide the employment service delivery system with the name and address of each of its hiring locations within the state and the contact information for the contractor official responsible for hiring at each location, in accordance with 41 CFR 60-300.5(a)4. Should any of the information in the disclosures change since it was last reported to the ESDS, Metis Solutions shall provide updated information simultaneously with its next job listing.

- 5. VIOLATION:** During the period April 1, 2018, through March 31, 2019, Contractor failed to undertake appropriate outreach and positive recruitment activities that were reasonably designed to effectively recruit qualified protected veterans, document these activities, assess their effectiveness, and document its review, in violation of 41 CFR 60-300.44(f). Specifically, the activities included in Metis Solutions' AAP were conducted outside of the review period.

**REMEDY:** Metis Solutions will undertake appropriate external outreach and positive recruitment activities that are reasonably designed to effectively recruit qualified protected veterans, such as those described at 41 CFR 60-300.44(f)(2). Metis Solutions will annually review its outreach and recruitment activities, assess their effectiveness, and document this review, in accordance with 41 CFR 60-300.44(f)(3). Metis Solutions will document all activities it undertakes to comply with this section, in accordance with 41 CFR 60-300.44(f)(4).

- 6. VIOLATION:** During the period April 1, 2018, through March 31, 2019, Metis Solutions failed to keep and preserve complete and accurate personnel and employment records, in violation of 41 CFR 60-300.80(a). Specifically, Metis Solutions admitted that it failed to keep records on its applicants and hires by specific job title and job group.

**REMEDY:** Metis Solutions will keep and preserve complete and accurate personnel and employment records, in accordance with 41 CFR 60-300.80(a), and will keep and preserve

those records specified in 41 CFR 60-300.80(b) for a period of three years from the date of the making of the record.

7. **VIOLATION:** During the period April 1, 2018, through March 31, 2019, Metis Solutions failed to undertake appropriate outreach and positive recruitment activities that were reasonably designed to effectively recruit qualified individuals with disabilities, document these activities, assess their effectiveness, and document its review, in violation of 41 CFR 60-741.44(f). Specifically, the activities included in Metis Solutions' AAP were conducted outside of the review period.

**REMEDY:** Metis Solutions will undertake appropriate external outreach and positive recruitment activities that are reasonably designed to effectively recruit qualified individuals with disabilities, such as those described at 41 CFR 60-741.44(f)(2). Metis Solutions will annually review its outreach and recruitment activities, assess their effectiveness, and document this review, in accordance with 41 CFR 60-741.44(f)(3). Metis Solutions will document all activities it undertakes to comply with this section, in accordance with 41 CFR 60-741.44(f)(4).

8. **VIOLATION:** During the period April 1, 2018, through March 31, 2019, Metis Solutions failed to evaluate its utilization of individuals with disabilities using the goal established by OFCCP, in violation of 41 CFR 60-741.45. Specifically, Metis Solutions failed to use the same job groups established for utilization analysis under Executive Order 11246 when conducting its utilization analysis for individuals with disabilities, as required by 41 CFR 60-741.45(d)(2).

**REMEDY:** Metis Solutions will annually evaluate its utilization of individuals with disabilities using the 7 percent goal established by OFCCP, as required by 41 CFR 60-741.45. When conducting this utilization analysis, Metis Solutions will use the job groups established for utilization analyses required by Executive Order 11246, as required by 41 CFR 60-741.45(d)(2). However, if Metis Solutions has a total workforce of 100 or fewer employees, it may, instead, choose to measure the representation of individuals with disabilities in its workforce as a whole, using the 7 percent goal established by OFCCP, as permitted by 41 CFR 60-741.45(d)(2)(i). Should the percentage of individuals with disabilities in one or more job groups or in Metis Solutions's workforce be less than the utilization goal, Metis Solutions will take steps, as required by 41 CFR 60-741.45(e), to determine whether and where impediments to equal employment exist, and will develop and execute action-oriented programs to correct any identified problems, as required by 41 CFR 60-741.45(f).

9. **VIOLATION:** During the period April 1, 2018, through March 31, 2019, Metis Solutions failed to keep and preserve complete and accurate personnel and employment records, in violation of 41 CFR 60-741.80. Specifically, Metis Solutions admitted that it failed to keep records on its applicants and hires by specific job title and job group.

**REMEDY:** Metis Solutions will keep and preserve complete and accurate personnel and employment records, in accordance with 41 CFR 60-741.80, and will keep and preserve those records specified in 41 CFR 60-741.80(b) for a period of three years from the date of the making of the record.

### **PART III: Reporting**

1. Metis Solutions agrees to retain records pertinent to the violations cited in Part II above, and to the reports submitted in compliance with Paragraph 2, below. These records shall include data and information underlying the required reports, specifically, but not limited to all applications and personnel records. The records will be retained until the expiration of this Agreement or consistent with regulatory requirements, whichever is later.
2. Metis Solutions agrees to furnish the OFCCP, Shanae Moody, Acting Assistant District Director, Arlington District Office at (b) (7)(C) @dol.gov with the following four reports:

**The first report will be due on October 30, 2020, and will cover the period of April 1, 2020, through September 30, 2020, and will include the following:**

1. For violation 1: A copy of Metis Solutions' Executive Order 11246 AAP, effective April 1, 2020, as required by 41 CFR 60-2.10-17, including:
  - a. An organizational display or workforce analysis prepared according to 41 CFR 60-2.11.
  - b. The formation of job groups (covering all jobs) consistent with criteria given in 41 CFR 60-2.12.
  - c. For each job group, a statement of the percentage of minority and female incumbents as described in 41 CFR 60-2.13.
  - d. For each job group, a determination of minority and female availability that considers the factors given in 41 CFR 60-2.14(c)(1) and (c)(2).
  - e. For each job group, the comparison of incumbency to availability as explained in 41 CFR 60-2.15.
  - f. Placement goals for each job group in which the percentage of minorities or women employed is less than would be reasonably expected given their availability as described in 41 CFR 60-2.16.
  - g. Documentation of the results of Metis Solutions' in-depth analyses of its total employment process to determine whether and where impediments to equal employment opportunity exist. At a minimum, this documentation will include Metis Solutions' evaluation of :
    - i. The workforce by organizational unit and job group to determine whether there are problems of minority or female utilization (i.e., employment in the unit or group), or of minority or female distribution (i.e., placement in the different jobs within the unit or group);
    - ii. Personnel activity (applicant flow, hires, terminations, promotions, and other personnel actions) to determine whether there are selection disparities;

- iii. Compensation system(s) to determine whether there are gender-, race-, or ethnicity-based disparities;
  - iv. Selection, recruitment, referral, and other personnel procedures to determine whether they result in disparities in the employment or advancement of minorities or women; and
  - v. Any other areas that might impact the success of the affirmative action program.
- h. Metis Solutions' report on its internal audit and reporting system that measures the success of the effectiveness of its affirmative action program for women and minorities. The report will include the following:
- i. The schedule of the internal reporting as to the degree to which equal employment opportunity and organizational objectives are attained;
  - ii. The schedule, or dates, the report results were reviewed with all levels of management;
  - iii. The schedule, or dates, top management was advised of the program effectiveness;
  - iv. The recommendations to improve unsatisfactory performance, if applicable.
2. For violations 2, 6, and 9: Data on Metis Solutions' employment activity (applicants, hires, promotions, and terminations) for the period of April 1, 2020, through September 30, 2020. Specifically:
- a. For applicants and hires: Metis Solutions' applicant flow log, in Microsoft Excel format, to include the applicant's name or applicant identification number, gender, race and/or ethnicity<sup>1</sup>, method of application (e.g. hard copy application/resume, online, fax, etc.), date of application, position applied for by job group and job title, whether the applicant was interviewed, final disposition of the applicant, including the reason for non-selection, hire date, if applicable, and job title hired into, if applicable.
  - b. For promotions: For each job group or job title, provide the total number of promotions by gender and race/ethnicity. Also, include a definition of "promotion" as used by your company and the basis on which they were compiled (e.g. promotions to the job group, from and/or within the job group, etc.). If it varies for different segments of your workforce, please define the term as used for each segment. If you present promotions by job title, include the department and job group from which and to which the person(s) was promoted.
  - c. For terminations: For each job group or job title, provide the total number of employee terminations by gender and race/ethnicity. When presenting terminations by job title, include the department and job group from which the person(s) terminated.

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<sup>1</sup> The term "race/ethnicity" as used throughout this Agreement includes these racial and ethnic groups: African-American/Black, Asian/Pacific Islander, Hispanic, American Indian/Alaskan Native, and White. You also have the option of submitting the requested data using the race and ethnic categories on the EEO-1 survey.

3. For violations 2, 6, and 9: Employee level compensation data for all employees (including but not limited to full-time, part-time, contract, per diem or day labor, and temporary employees) as of April 1, 2020. Provide gender and race/ethnicity information and hire date for each employee as well as job title, EEO-1 Category and job group in a single file. Provide all requested data electronically, if maintained in an electronic format. For all employees, compensation includes base salary and or wage rate, and hours worked in a typical workweek. Other compensation or adjustments to salary such as bonuses, incentives, commissions, merit increases, locality pay or overtime should be identified separately for each employee.
4. For violation 3: Information on Metis Solutions' affirmative action goals for the immediately preceding AAP year. For the immediately preceding AAP year, this report must include information that reflects:
  - a. Job group representation at the start of the AAP year, on April 1, 2019 (i.e., total incumbents, total minority incumbents, and total female incumbents);
  - b. The percentage placement rates (percent goals) established for minorities and women at the start of the AAP year; and
  - c. The actual number of placements (hires plus promotions) made during the prior AAP year of April 1, 2019, through March 31, 2020, into each job group with goals (i.e., total placements, total minority placements, and total female placements).
  - d. For goals not attained, describe the specific good faith efforts made to remove identified barriers, expand equal employment opportunity, and produce measurable results.
5. For violation 3: Information on Metis Solutions' affirmative action goals for the current AAP year. For the current AAP year, this report must include information that reflects:
  - a. Job group representation at the start of the current AAP year, on April 1, 2020 (i.e., total incumbents, total minority incumbents, and total female incumbents);
  - b. The percentage placement rates (percent goals) established for minorities and women at the start of the current AAP year; and
  - c. The actual number of placements (hires plus promotions) made during the current AAP year of April 1, 2020, through September 30, 2020, into each job group with goals (i.e., total placements, total minority placements, and total female placements).
  - d. For goals not attained, describe the specific good faith efforts made to remove identified barriers, expand equal employment opportunity, and produce measurable results.
6. For violation 4: A list of all employment openings that occurred during the reporting period to include: 1) Documentation to confirm these openings were listed with the appropriate ESDS (state workforce agency or local ESDS) where the openings occurred, in a manner and format that allows the ESDS to provide priority referrals of protected veterans to Metis Solutions; 2) In the first report, documentation that Metis Solutions advised the appropriate ESDS, with its

initial listing, that it is a federal contractor that desires priority referral of protected veterans for job openings at all locations within the state; and 3) In the first report, documentation to confirm that, in its initial listing, Metis Solutions provided the ESDS with the name and address of each of its hiring locations within the state, and the contact information for the Metis Solutions official responsible for hiring at each location. Documentation of the above should include copies of the written notification(s) to the ESDS. Should any of the information in the disclosures change since it was reported to the ESDS, Metis Solutions shall provide updated information simultaneously with its next job listing.

7. For violation 4: Copies of all responses received from each employment service delivery system (ESDS) used during the report period.
8. For violation 5: Documentation to verify that Metis Solutions undertook appropriate outreach and positive recruitment activities reasonably designed to effectively recruit qualified protected veterans and conducted an assessment of its efforts. This documentation should include a copy of the sections of Metis Solutions' AAP that list: 1) Its outreach activities with supporting documentation; and 2) An assessment of the effectiveness of each activity; as required by 41 CFR 60-300.44(f)(3). Metis Solutions should note that 41 CFR 60-300.44(f) lists examples of several resources that may aid contractors in effectively recruiting and employing qualified protected veterans.
9. For violation 5: Copies of all responses or other related correspondence received from each of the organizations used during the reporting period in efforts to recruit qualified protected veterans.
10. For violation 7: Documentation to verify that Metis Solutions undertook appropriate outreach and positive recruitment activities reasonably designed to effectively recruit qualified individuals with disabilities and conducted an assessment of its efforts. This documentation should include a copy of the sections of Metis Solutions' AAP that list: 1) Its outreach activities with supporting documentation; and 2) An assessment of the effectiveness of each activity; as required by 41 CFR 60-741.44(f)(3). Metis Solutions should note that 41 CFR 60-741.44(f) lists examples of several resources that may aid contractors in effectively recruiting and employing qualified individuals with disabilities.
11. For violation 7: Copies of all responses or other related correspondence received from each of the organizations used during the reporting period in efforts to recruit qualified protected individuals with disabilities.
12. For violation 8: The utilization analysis evaluating the representation of individual with disabilities in each job group, or, if appropriate, evaluating the representation of individuals with disabilities in the workforce as a whole, as provided in 41 CFR 60-741.45.

**The second report will be due on April 30, 2021, and will cover the period of October 1, 2020, through March 31, 2021, and will include the following:**

1. For violation 1: Documentation of the results of Metis Solutions' in-depth analyses of its total employment process to determine whether and where impediments to equal employment opportunity exist. At a minimum, this documentation will include Metis Solutions' evaluation of:
  - a. The workforce by organizational unit and job group to determine whether there are problems of minority or female utilization (i.e., employment in the unit or group), or of minority or female distribution (i.e., placement in the different jobs within the unit or group);
  - b. Personnel activity (applicant flow, hires, terminations, promotions, and other personnel actions) to determine whether there are selection disparities;
  - c. Compensation system(s) to determine whether there are gender-, race-, or ethnicity-based disparities;
  - d. Selection, recruitment, referral, and other personnel procedures to determine whether they result in disparities in the employment or advancement of minorities or women; and
  - e. Any other areas that might impact the success of the affirmative action program.
2. For violation 1: Metis Solutions' report on its internal audit and reporting system that measures the success of the effectiveness of its affirmative action program for women and minorities. The report will include the following:
  - a. The schedule of the internal reporting as to the degree to which equal employment opportunity and organizational objectives are attained;
  - b. The schedule, or dates, the report results were reviewed with all levels of management;
  - c. The schedule, or dates, top management was advised of the program effectiveness;
  - d. The recommendations to improve unsatisfactory performance, if applicable.
3. For violations 2, 6, and 9: Data on Metis Solutions' employment activity (applicants, hires, promotions, and terminations) for the period of October 1, 2020, through March 31, 2021. Specifically:
  - a. For applicants and hires: Metis Solutions' applicant flow log, in Microsoft Excel format, to include the applicant's name or applicant identification number, gender, race and/or ethnicity, method of application (e.g. hard copy application/resume, online, fax, etc), date of application, position applied for by job group and job title, whether the applicant was interviewed, final disposition of the applicant, including the reason for non-selection, hire date, if applicable, and job title hired into, if applicable.

- b. For promotions: For each job group or job title, provide the total number of promotions by gender and race/ethnicity. Also, include a definition of “promotion” as used by your company and the basis on which they were compiled (e.g. promotions to the job group, from and/or within the job group, etc.). If it varies for different segments of your workforce, please define the term as used for each segment. If you present promotions by job title, include the department and job group from which and to which the person(s) was promoted.
    - c. For terminations: For each job group or job title, provide the total number of employee terminations by gender and race/ethnicity. When presenting terminations by job title, include the department and job group from which the person(s) terminated.
4. For violation 3: Information on Metis Solutions’ affirmative action goals for the current AAP year. For the current AAP year, this report must include information that reflects:
  - a. Job group representation at the start of the current AAP year, on April 1, 2020 (i.e., total incumbents, total minority incumbents, and total female incumbents);
  - b. The percentage placement rates (percent goals) established for minorities and women at the start of the current AAP year; and
  - c. The actual number of placements (hires plus promotions) made during the 6-month period of the current AAP year of October 1, 2020, through March 31, 2021, into each job group with goals (i.e., total placements, total minority placements, and total female placements).
  - d. For goals not attained, describe the specific good faith efforts made to remove identified barriers, expand equal employment opportunity, and produce measurable results.
5. For violation 4: A list of all employment openings that occurred during the reporting period to include documentation to confirm these openings were listed with the appropriate ESDS (state workforce agency or local ESDS) where the openings occurred, in a manner and format that allows the ESDS to provide priority referrals of protected veterans to Metis Solutions.
6. For Violation 4: Copies of all responses received from each employment service delivery system (ESDS) used during the report period.
7. For violation 5: Documentation to verify that Metis Solutions undertook appropriate outreach and positive recruitment activities reasonably designed to effectively recruit qualified protected veterans and conducted an assessment of its efforts. This documentation should include a copy of the sections of Metis Solutions’ AAP that list: 1) Its outreach activities with supporting documentation; 2) An assessment of the effectiveness of each activity; and 3) A copy of Metis Solutions’ annual assessment of the totality of its outreach activities, as required by 41 CFR 60-300.44(f)(3). Metis Solutions should note that 41 CFR 60-300.44(f) lists examples of several resources that may aid contractors in effectively recruiting and employing qualified protected veterans.

8. For violation 5: Copies of all responses or other related correspondence received from each of the organizations used during the reporting period in efforts to recruit qualified protected veterans.
9. For violation 7: Documentation to verify that Metis Solutions undertook appropriate outreach and positive recruitment activities reasonably designed to effectively recruit qualified individuals with disabilities and conducted an assessment of its efforts. This documentation should include a copy of the sections of Metis Solutions' AAP that list: 1) Its outreach activities with supporting documentation; 2) An assessment of the effectiveness of each activity; and 3) A copy of Metis Solutions' annual assessment of the totality of its outreach activities as required by 41 CFR 60-741.44(f)(3). Metis Solutions should note that 41 CFR 60-741.44(f) lists examples of several resources that may aid contractors in effectively recruiting and employing qualified individuals with disabilities.
10. For violation 7: Copies of all responses or other related correspondence received from each of the organizations used during the reporting period in efforts to recruit qualified protected individuals with disabilities.
11. For violation 8: The utilization analysis evaluating the representation of individual with disabilities in each job group, or, if appropriate, evaluating the representation of individuals with disabilities in the workforce as a whole, as provided in 41 CFR 60-741.45.

**The third report will be due on November 1, 2021, and will cover the period of April 1, 2021, through September 30, 2021.**

1. For violation 1: A copy of Metis Solutions' Executive Order 11246 AAP, effective April 1, 2021, as required by 41 CFR 60-2.10-17, including:
  - a. An organizational display or workforce analysis prepared according to 41 CFR 60-2.11.
  - b. The formation of job groups (covering all jobs) consistent with criteria given in 41 CFR 60-2.12.
  - c. For each job group, a statement of the percentage of minority and female incumbents as described in 41 CFR 60-2.13.
  - d. For each job group, a determination of minority and female availability that considers the factors given in 41 CFR 60-2.14(c)(1) and (c)(2).
  - e. For each job group, the comparison of incumbency to availability as explained in 41 CFR 60-2.15.
  - f. Placement goals for each job group in which the percentage of minorities or women employed is less than would be reasonably expected given their availability as described in 41 CFR 60-2.16.
  - g. Documentation of the results of Metis Solutions' in-depth analyses of its total employment process to determine whether and where impediments to equal employment opportunity

exist. At a minimum, this documentation will include Metis Solutions' evaluation of :

- i. The workforce by organizational unit and job group to determine whether there are problems of minority or female utilization (i.e., employment in the unit or group), or of minority or female distribution (i.e., placement in the different jobs within the unit or group);
  - ii. Personnel activity (applicant flow, hires, terminations, promotions, and other personnel actions) to determine whether there are selection disparities;
  - iii. Compensation system(s) to determine whether there are gender-, race-, or ethnicity-based disparities;
  - iv. Selection, recruitment, referral, and other personnel procedures to determine whether they result in disparities in the employment or advancement of minorities or women; and
  - v. Any other areas that might impact the success of the affirmative action program.
- h. Metis Solutions' report on its internal audit and reporting system that measures the success of the effectiveness of its affirmative action program for women and minorities. The report will include the following:
- i. The schedule of the internal reporting as to the degree to which equal employment opportunity and organizational objectives are attained;
  - ii. The schedule, or dates, the report results were reviewed with all levels of management;
  - iii. The schedule, or dates, top management was advised of the program effectiveness;
  - iv. The recommendations to improve unsatisfactory performance, if applicable.
2. For violations 2, 6, and 9: Data on Metis Solutions' employment activity (applicants, hires, promotions, and terminations) for the period of April 1, 2021, through September 30, 2021. Specifically:
- a. For applicants and hires: Metis Solutions' applicant flow log, in Microsoft Excel format, to include the applicant's name or applicant identification number, gender, race and/or ethnicity, method of application (e.g. hard copy application/resume, online, fax, etc.), date of application, position applied for by job group and job title, whether the applicant was interviewed, final disposition of the applicant, including the reason for non-selection, hire date, if applicable, and job title hired into, if applicable.
  - b. For promotions: For each job group or job title, provide the total number of promotions by gender and race/ethnicity. Also, include a definition of "promotion" as used by your company and the basis on which they were compiled (e.g. promotions to the job group, from and/or within the job group, etc.). If it varies for different segments of your

workforce, please define the term as used for each segment. If you present promotions by job title, include the department and job group from which and to which the person(s) was promoted.

- c. For terminations: For each job group or job title, provide the total number of employee terminations by gender and race/ethnicity. When presenting terminations by job title, include the department and job group from which the person(s) terminated.
3. For violation 3: Information on Metis Solutions' affirmative action goals for the current AAP year. For the current AAP year, this report must include information that reflects:
    - a. Job group representation at the start of the current AAP year, on April 1, 2021 (i.e., total incumbents, total minority incumbents, and total female incumbents);
    - b. The percentage placement rates (percent goals) established for minorities and women at the start of the current AAP year; and
    - c. The actual number of placements (hires plus promotions) made during the current AAP year of April 1, 2021, through September 30, 2021, into each job group with goals (i.e., total placements, total minority placements, and total female placements).
    - d. For goals not attained, describe the specific good faith efforts made to remove identified barriers, expand equal employment opportunity, and produce measurable results.
  4. For violation 4: A list of all employment openings that occurred during the reporting period to include documentation to confirm these openings were listed with the appropriate ESDS (state workforce agency or local ESDS) where the openings occurred, in a manner and format that allows the ESDS to provide priority referrals of protected veterans to Metis Solutions.
  5. For Violation 6: Copies of all responses received from each employment service delivery system (ESDS) used during the report period.
  6. For violation 5: Documentation to verify that Metis Solutions undertook appropriate outreach and positive recruitment activities reasonably designed to effectively recruit qualified protected veterans and conducted an assessment of its efforts. This documentation should include a copy of the sections of Metis Solutions' AAP that list: 1) Its outreach activities with supporting documentation; 2) An assessment of the effectiveness of each activity; as required by 41 CFR 60-300.44(f)(3). Metis Solutions should note that 41 CFR 60-300.44(f) lists examples of several resources that may aid contractors in effectively recruiting and employing qualified protected veterans.
  7. For violation 5: Copies of all responses or other related correspondence received from each of the organizations used during the reporting period in efforts to recruit qualified protected veterans.
  8. For violation 7: Documentation to verify that Metis Solutions undertook appropriate outreach and positive recruitment activities reasonably designed to effectively recruit qualified individuals with disabilities and conducted an assessment of its efforts. This documentation

should include a copy of the sections of Metis Solutions' AAP that list: 1) Its outreach activities with supporting documentation; 2) An assessment of the effectiveness of each activity; as required by 41 CFR 60-741.44(f)(3). Metis Solutions should note that 41 CFR 60-741.44(f) lists examples of several resources that may aid contractors in effectively recruiting and employing qualified individuals with disabilities.

9. For violation 7: Copies of all responses or other related correspondence received from each of the organizations used during the reporting period in efforts to recruit qualified protected individuals with disabilities.
10. For violation 8: The utilization analysis evaluating the representation of individual with disabilities in each job group, or, if appropriate, evaluating the representation of individuals with disabilities in the workforce as a whole, as provided in 41 CFR 60-741.45

**The fourth report will be due on May 2, 2022, and will cover the period of October 1, 2021, through March 31, 2022.**

1. For violation 1: Documentation of the results of Metis Solutions' in-depth analyses of its total employment process to determine whether and where impediments to equal employment opportunity exist. At a minimum, this documentation will include Metis Solutions' evaluation of:
  - a. The workforce by organizational unit and job group to determine whether there are problems of minority or female utilization (i.e., employment in the unit or group), or of minority or female distribution (i.e., placement in the different jobs within the unit or group);
  - b. Personnel activity (applicant flow, hires, terminations, promotions, and other personnel actions) to determine whether there are selection disparities;
  - c. Compensation system(s) to determine whether there are gender-, race-, or ethnicity-based disparities;
  - d. Selection, recruitment, referral, and other personnel procedures to determine whether they result in disparities in the employment or advancement of minorities or women; and
  - e. Any other areas that might impact the success of the affirmative action program.
2. For violation 1: Metis Solutions' report on its internal audit and reporting system that measures the success of the effectiveness of its affirmative action program for women and minorities. The report will include the following:
  - a. The schedule of the internal reporting as to the degree to which equal employment opportunity and organizational objectives are attained;
  - b. The schedule, or dates, the report results were reviewed with all levels of management;
  - c. The schedule, or dates, top management was advised of the program effectiveness;

- d. The recommendations to improve unsatisfactory performance, if applicable.
3. For violations 2, 6, and 9: Data on Metis Solutions' employment activity (applicants, hires, promotions, and terminations) for the period of October 1, 2021, through March 31, 2022. Specifically:
    - a. For applicants and hires: Metis Solutions' applicant flow log, in Microsoft Excel format, to include the applicant's name or applicant identification number, gender, race and/or ethnicity, method of application (e.g. hard copy application/resume, online, fax, etc.), date of application, position applied for by job group and job title, whether the applicant was interviewed, final disposition of the applicant, including the reason for non-selection, hire date, if applicable, and job title hired into, if applicable.
    - b. For promotions: For each job group or job title, provide the total number of promotions by gender and race/ethnicity. Also, include a definition of "promotion" as used by your company and the basis on which they were compiled (e.g. promotions to the job group, from and/or within the job group, etc.). If it varies for different segments of your workforce, please define the term as used for each segment. If you present promotions by job title, include the department and job group from which and to which the person(s) was promoted.
    - c. For terminations: For each job group or job title, provide the total number of employee terminations by gender and race/ethnicity. When presenting terminations by job title, include the department and job group from which the person(s) terminated.
  4. For violation 3: Information on Metis Solutions' affirmative action goals for the current AAP year. For the current AAP year, this report must include information that reflects:
    - a. Job group representation at the start of the current AAP year, on April 1, 2020 (i.e., total incumbents, total minority incumbents, and total female incumbents);
    - b. The percentage placement rates (percent goals) established for minorities and women at the start of the current AAP year; and
    - c. The actual number of placements (hires plus promotions) made during the 6-month period of the current AAP year of October 1, 2021, through March 31, 2022, into each job group with goals (i.e., total placements, total minority placements, and total female placements).
    - d. For goals not attained, describe the specific good faith efforts made to remove identified barriers, expand equal employment opportunity, and produce measurable results.
  5. For violation 4: A list of all employment openings that occurred during the reporting period to include documentation to confirm these openings were listed with the appropriate ESDS (state workforce agency or local ESDS) where the openings occurred, in a manner and format that allows the ESDS to provide priority referrals of protected veterans to Metis Solutions.

6. For Violation 4: Copies of all responses received from each employment service delivery system (ESDS) used during the report period.
  7. For violation 5: Documentation to verify that Metis Solutions undertook appropriate outreach and positive recruitment activities reasonably designed to effectively recruit qualified protected veterans and conducted an assessment of its efforts. This documentation should include a copy of the sections of Metis Solutions' AAP that list: 1) Its outreach activities with supporting documentation; 2) An assessment of the effectiveness of each activity; and 3) A copy of Metis Solutions' annual assessment of the totality of its outreach activities, as required by 41 CFR 60-300.44(f)(3). Metis Solutions should note that 41 CFR 60-300.44(f) lists examples of several resources that may aid contractors in effectively recruiting and employing qualified protected veterans.
  8. For violation 5: Copies of all responses or other related correspondence received from each of the organizations used during the reporting period in efforts to recruit qualified protected veterans.
  9. For violation 7: Documentation to verify that Metis Solutions undertook appropriate outreach and positive recruitment activities reasonably designed to effectively recruit qualified individuals with disabilities and conducted an assessment of its efforts. This documentation should include a copy of the sections of Metis Solutions' AAP that list: 1) Its outreach activities with supporting documentation; 2) An assessment of the effectiveness of each activity; and 3) A copy of Metis Solutions' annual assessment of the totality of its outreach activities as required by 41 CFR 60-741.44(f)(3). Metis Solutions should note that 41 CFR 60-741.44(f) lists examples of several resources that may aid contractors in effectively recruiting and employing qualified individuals with disabilities.
  10. For violation 7: Copies of all responses or other related correspondence received from each of the organizations used during the reporting period in efforts to recruit qualified protected individuals with disabilities.
  11. For violation 8: The utilization analysis evaluating the representation of individual with disabilities in each job group, or, if appropriate, evaluating the representation of individuals with disabilities in the workforce as a whole, as provided in 41 CFR 60-741.45.
3. This Conciliation Agreement shall remain in effect until the review and acceptance by OFCCP of Metis Solutions' final progress report.

**PART IV: Signatures**

This Conciliation Agreement is hereby executed by and between the Office of Federal Contract Compliance Programs and Metis Solutions, 2001 Jefferson Davis Highway, Suite 600, Arlington, VA 22202.

**(b) (6), (b) (7)(C)**  
\_\_\_\_\_  
Christopher Wynés  
President & Chief Executive Officer  
Metis Solutions LLC  
Arlington, VA

DATE: Jan 13, 2020

**(b) (6), (b) (7)(C)**  
\_\_\_\_\_  
**(b) (7)(C), (b) (7)(E)**  
Compliance Officer  
Arlington District Office  
Mid-Atlantic Region

DATE: 01/21/2020

**(b) (6), (b) (7)(C)**  
\_\_\_\_\_  
Shanae Moody  
Acting Assistant District Director  
Arlington District Office  
Mid-Atlantic Region

DATE: 01/21/2020