

EQUITY, DIVERSITY AND INCLUSION OFFICE (EI)

FY 2022 STATUS REPORT  
**FY 2023 PLAN**  
**MANAGEMENT DIRECTIVE 715**  
*(MD-715)*



DEFENSE THREAT REDUCTION AGENCY

**DEFENSE THREAT REDUCTION AGENCY  
ANNUAL EQUAL EMPLOYMENT  
OPPORTUNITY  
PROGRAM STATUS REPORT**

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**MANAGEMENT DIRECTIVE 715  
FISCAL YEAR (FY) 2022**

PREPARED BY THE:  
EQUITY, DIVERSITY AND INCLUSION OFFICE

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AGENCY INFORMATION

PARTS A, B, C, D

**For period covering October 1, 2021 to September 30, 2022**

**Part A - Department or Agency Identifying Information**

<b>Agency</b>	<b>Second Level Component</b>	<b>Address</b>	<b>City</b>	<b>Zip Code</b>	<b>Agency Code</b>	<b>FIPS Code</b>
<b>Defense Threat Reduction Agency (DTRA)</b>	Not Applicable	8725 John J. Kingman Road	Fort Belvoir	22060	DD61	51059

**Part B - Total Employment**

<b>Total Employment</b>	<b>Permanent Workforce</b>	<b>Temporary Workforce</b>	<b>Total Workforce</b>
<b>Number of Employees</b>	1335	26	1361

**Part C.1 - Head of Agency and Head of Agency Designee**

<b>Agency Leadership</b>	<b>Name</b>	<b>Title</b>
Head of Agency	Rebecca K.C. Hersman	DTRA Director
Head of Agency Designee	Rebecca K.C. Hersman	DTRA Director

**Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)**

<b>EEO Program Staff</b>	<b>Name</b>	<b>Title</b>	<b>Series / Pay Plan Grade</b>	<b>Phone Number</b>	<b>Email Address</b>
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Principal EEO Director/ Official	Willisa Donald	Director	0260/GS-15	571-616-4544	willisa.m.donald.civ@mail.mil
Affirmative Employment Program Manager	Mary Lynn Dickson	EEO Manager	0260/GS-14	571-616-2597	mary.l.dickson7.civ@mail.mil
Complaint Processing Program Manager	Phillip Ellis	Informal Complaint Program Manager	0260/GS-13	571-616-6251	phillip.t.ellis.civ@ mail.mil
Diversity & Inclusion Officer	James Jones	Diversity & Inclusion (D&I) Program Manager	0260 GS-13	505-853-0648	james.a.jones125.civ@mail.mil
Hispanic Program Manager (SEPM)	James Jones	EEO Specialist	0260/GS-13	505-853-0648	james.a.jones125.civ@mail.mil
Women's Program Manager (SEPM)	Yorshia Houseal	EEO Specialist	0260/GS-13	571-616-6917	yorshia.e.houseal.civ@mail.mil
Disability Program Manager (SEPM)	Cheryl B. Williams-Payton	SEPM Program Manager	0260/GS-13	571-616-6422	cheryl.b.williamspayton.civ@mail.mil
Special Placement Program Coordinator	Cheryl B. Williams-Payton	SEPM Program Manager	0260 GS-13	571-616-6422	cheryl.b.williamspayton.civ@mail.mil
Reasonable Accommodation Program Manager	Sherry Parker	RA Program Manager	0201/GS-14	571-616-4342	sherry.d.parker6.civ@mail.mil
Anti-Harassment Program Manager	Yorshia Houseal	Anti-Harassment Program Manager	0260/GS-13	571-616-6917	yorshia.e.houseal.civ@mail.mil
ADR Program Manager	Richard Conyers	ADR Program Manager	0260/GS-14	571-616-5720	richard.f.conyers2.civ@mail.mil

Compliance Manger	Richard Conyers	Formal Compliant Program Manager	0260/GS-14	571-616-5720	richard.f.conyers2.civ@mail.mil
Principal MD-715 Preparer	Mary Lynn Dickson	EEO Manager	0260/GS-14	571-616-2567	mary.l.dickson7.civ@mail.mil

### Part D.1 – List of Subordinate Components Covered in this Report

Please identify the subordinate components within the agency (e.g., bureaus, regions, etc.).

Subordinate Component	City	State	Country (Optional)	Agency Code (xxxx)	FIPS Codes (xxxxx)

### Part D.2 – Mandatory and Optional Documents for this Report

Did the Agency submit the following mandatory documents?	Please respond Yes or No	Comments
Organizational Chart	YES	
EEO Policy Statement	YES	
Strategic Plan	YES	
Anti-Harassment Policy and Procedures	YES	
Reasonable Accommodation Procedures	YES	
Personal Assistance Services Procedures	YES	
Alternative Dispute Resolution Procedures	YES	

In the table below, the Agency may decide whether to submit these documents with its MD-715 report.

<b>Did the Agency submit the following optional documents?</b>	<b>Please respond Yes or No</b>	<b>Comments</b>
Federal Equal Opportunity Recruitment Program (FEORP) Report	NO	DoD Call Memo has not been received as of May 30, 2023
Disabled Veterans Affirmative Action Program (DVAAP) Report	YES	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	YES	
Diversity and Inclusion Plan under Executive Order 13583	YES	DEIA goals have been established
Diversity Policy Statement	YES	
Human Capital Strategic Plan	YES	
EEO Strategic Plan	YES	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	YES	



EXECUTIVE SUMMARY

AGENCY  
ACCOMPLISHMENT

For the period covering October 1, 2021 September 30, 2022

## PART E: EXECUTIVE SUMMARY

The Defense Threat Reduction Agency (DTRA) DTRA provides cross-cutting solutions to enable the DoD, the United States Government, and international partners to DETER strategic attack against the United States and its allies; PREVENT, reduce, and counter Weapons of Mass Destruction (WMD) and emerging threats; and PREVAIL against WMD-armed adversaries in crisis and conflict.

The Director's Strategic Intent (2022-2027) included the following Strategic Priorities for FY22.

1. Deter strategic attacks against the United States and its Allies;
2. Prevent reduce and counter WMD and emerging threats; and 3. Prevail against WMD-armed adversaries in crisis and conflict.

The Director's Strategic Intent (2022-2027) are enabled by the following Core Functions:

1. Ensure a reliable, resilient strategic deterrent through nuclear surety, mission assurance, and crisis response activities.
2. Develop and deliver innovative capabilities to the warfighter across the threat spectrum.
3. Prevent, reduce, and eliminate CBRN threats through risk reduction, arms control, partner capacity building, and warfighter support.
4. Provide strategic and operational support through subject matter expertise, technical reachback, tailored analysis, and exercise support.
5. Support the Joint Force with plans, concepts, exercises, and materiel solutions to address CBRN operational and strategic risks.

The DTRA core functions contain many enduring tasks and responsibilities as well as new efforts and initiatives to account for rapidly evolving technological and operational challenges. Thus the following Essential Approaches were implemented:

1. Campaigning
2. Integrating
3. Partnering
4. Posturing

DTRA is both a Defense Agency (executing strategic Defense policy oriented programs on behalf of offices within OSD); and a Combat Support Agency (responsive to counter-WMD requirements out of the Joint Staff, Combatant Commands, and the Services). Our unique, specialized staff works collaboratively to find, coordinate, and produce solutions that align resources to strategy, and drive an

actionable, forward-thinking CWMD/emerging threats agenda on behalf of National Defense and National Security goals.

In addition to the Office of the Director (DIR) and its associated staff functions, the DTRA workforce is comprised of nine Directorates: Acquisition, Contracts, and Logistics (AL); Cooperative Threat Reduction (CT); Human Resources (HR); Information Management and Technology (IT); Nuclear Enterprise (NE); On-Site Inspection and Building Capacity (OB); Operations and Integration (OI); Research and Development (RD); and Strategic Integration (SI).

DTRA’s Headquarters is located at Fort Belvoir, Virginia. The Agency also has a permanent presence at a number of other locations worldwide, including New Mexico, Florida, California, Germany, the United Kingdom, and deploys members worldwide as necessary.

## EQUITY, DIVERSITY AND INCLUSION OFFICE

**MISSION STATEMENT** – The Equity, Diversity and Inclusion Office (EI) mission is to create and sustain an inclusive work environment that aligns with DTRA’s mission.

<b>EI Strategic Goals and Objectives</b>	
<b>Goal 1:</b> Improve focus beyond compliance.	<b>SO1:</b> Integrate EEO into the workforce.
	<b>SO2:</b> Improve program execution and customer service.
<b>Goal 2:</b> Leverage and expand our collaboration with internal and external partners.	<b>SO3:</b> Establish new relationships, to include nontraditional partners.
	<b>SO4:</b> Enhance effectiveness of internal relationships.
<b>Goal 3:</b> Facilitate innovation.	<b>SO5:</b> Become a catalyst for change.
<b>Goal 4:</b> Educate and advise DTRA Leadership and Staff.	<b>SO6:</b> Encourage leaders to support innovation and creativity.
	<b>SO7:</b> Create a shared understanding of how EEO contributes to the DTRA mission.
	<b>SO8:</b> Provide tailored consultative support services.

### **EI Office Structure - The EI is comprised of the following:**

- Affirmative Employment Program (AEP)
- Alternative Dispute Resolution (ADR)
- Pre-Complaints, MEO and Formal Complaints
- Diversity and Inclusion (D&I)
- Climate Assessments
- Anti-Harassment Program (AHP)
- Special Emphasis Programs (SEP)
- Sexual Assault Prevention and Response (SAPR)
- Equal Employment Opportunity/Equal Opportunity (EO) Training

In FY22 the EI staff consisted of an EI Director, two EEO Managers and five EEO Specialists.

## SIX ESSENTIAL ELEMENTS ACCOMPLISHMENTS

### ESSENTIAL ELEMENT A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP

**EEO Policies and Procedures Communicated to the Workforce:** The Agency disseminated its EEO Policy Statements (Anti-Harassment, Civilian, Military, Sexual Harassment/Sexual Assault, Harassment, Diversity and Inclusion) and other EEO program information during the EEO Training for Supervisors and Employees. The reasonable accommodation (RA) procedures are provided in the Supervisory Role in HR Management Training. Additionally, during training Supervisors and Employees were informed of their rights and responsibilities pursuant to the EEO process, AHP, ADR process, RA program, and behaviors that could result in discipline. These policies are also annotated on the Agency's internal and external website.

The policy statements reinforced that Employees are protected against discrimination based on race, color, national origin, religion, sex (including pregnancy, sexual orientation, and gender identity), age, genetic information, disability, and retaliation. The policy statements highlighted that harassment, sexual harassment and sexual assault is not and will not be tolerated. They stated that DTRA is committed to sustaining an environment where all members of our team have the opportunity to reach their maximum potential, where Diversity of thought is both respected and promoted, and inclusiveness is consistently practiced. The policy statements also annotated who to contact, the EI Office, to report any allegations of discrimination or harassment.

The EI Office contact information was posted on the internal and external websites to include the EI Director, Complaints Manager/Specialist, SEP Managers and other staff members.

**Climate Assessments:** The Climate Assessments conducted by the EI Office for individual Directorates focus on Senior Leadership, First Line Supervisors, Mission, Communication and Teamwork, Promotion and Career Development, Recognition and Awards, and Morale. The EI Office created and administered three Climate Assessments during FY22, with 52% (12) members of the DTRA Travis workforce, 73% or (46) members of the OB-BP workforce, and 64% or (53) members of the IT workforce responding to the Climate Assessments. The information gathered assisted DTRA in addressing known and unknown workforce issues. Additionally, the Agency effectively utilized the Climate Assessments to be more proactive in its Employee engagement efforts.

During FY22, the EI Office initiated the creation of an Agency Climate Assessment (ACA) to focus on six (6) key areas; Diversity, Equity, Inclusion, Harassment, Work Environment and Accessibility. The ACA will also include a Nonbinary gender identity as a demographic option on finalization.

**Federal Employee Viewpoint Survey:** The Office Personnel Management (OPM) Federal Employee Viewpoint Survey (FEVS) is an employee survey that tracks how federal employees view their current work environment, including; management, policies, and new initiatives. DTRA utilized the FEVS data in order to evaluate the Agency and Directorates workforce climate. Prior to the inclusion of the new Diversity, Equity, Inclusion and Accessibility (DEIA) Index in 2022 the FEVS focused only on Employee Engagement.

DTRA’s FEVS response rate increased in FY22 to 49%, an increase of 14% in comparison with 35% in FY21. Additionally, the 2022 OPM FEVS included a new **Diversity, Equity, Inclusion and Accessibility (DEIA) Index**. The 2022 OPM FEVS newly evaluated Innovation and to what extent leadership encouraged and supported new ideas and innovative approaches. Other new content added to the 2022 survey included assessment regarding changing conditions that impacted employees and agencies. Included were questions about returning to the physical workplace after engaging in maximum telework to gain a better understanding of the role remote and hybrid work played in agency effectiveness. Three new measures were particularly relevant to the future of work and government priorities; they included resilience, innovation, and customer responsiveness.

2022 Index Measures	DTRA	OSD, Joint Staff, Defense Agencies, and Field Activities	DoD	Gov' t
<b>Diversity, Equity, Inclusion, and Accessibility (DEIA)</b>		<b>71.60%</b>	<b>69.50%</b>	<b>69.30%</b>
Diversity	74.90%	71.80%	69.60%	70.20%
Equity	71.70%	67.80%	65.20%	65.20%
Inclusion	77.40%	76.40%	75.00%	74.80%
Accessibility*	74.60%	70.40%	68.20%	66.90%
<b>Involvement</b>	<b>58.70%</b>	<b>55.30%</b>	<b>55.00%</b>	<b>53.20%</b>
<b>Innovation</b>	<b>66.00%</b>	<b>61.50%</b>	<b>59.80%</b>	<b>58.80%</b>
<b>Resilience</b>	<b>64.40%</b>	<b>63.60%</b>	<b>59.80%</b>	<b>59.60%</b>
<b>Customer Responsiveness</b>	<b>79.60%</b>	<b>76.20%</b>	<b>71.90%</b>	<b>69.50%</b>

The Legend is for the FEVS chart above:  
 POSITIVE responses of 65%, or higher are considered strengths.  
 NEUTRAL responses of 30%, or higher, indicating an opportunity for improved communication.  
 NEGATIVE responses of 35%, or higher, are considered challenges.

**Diversity and Inclusion (D&I) Council:** In FY22, the new DTRA Director affirmed her commitment to EEO Principles and Diversity by including DEIA goals and metrics in the Agency Human Capital Plan, meeting with the D&I Council Leadership and attending the July meeting with Employee Resource Group (ERG) Leadership. The Council incorporated Quarterly Leadership ERG meetings with Directorate Directors, as recommended by the Director. David Mr. Musgrave, Director On-Site Inspection and Building Capacity (OB) and COL Christine Enriquez, Director Human Resources (HR) chaired the Quarterly Leadership ERG meetings attended by, Dr. Ronald Hann, Jr., SES, Acting Director Research and Development (RD); Dr. Robert Pope, Director Cooperative Threat Reduction (CT); Brig Gen Peter Bonetti, USAF, and Director Nuclear Enterprise (NE) attended the Quarterly Leadership ERG meetings. The Directorate Directors recommended agency outreach efforts with industry, academia and high schools be more transparent.

Council Co-Chair COL Christine Enriquez participated in the Asian American Government Executive Network (AAGEN) Leadership Workshop with Asian American Pacific Islanders (AAPI) ERG members. COL Enriquez was also the guest speaker for the AAPI Heritage Month Observance (Theme: "Advancing Leaders Through Collaboration") for the Military District of Washington, invited by the Equal Opportunity Team, Fort Belvoir, VA. The third and fourth issues of the CHARGE Quarterly Newsletter were released, which provided an overview of D&I initiatives across the Agency.

**ERG Symposium:** The EI Office hosted a two (2) day Diversity and ERG Symposium with over 150 virtual attendees on both days. Opening remarks were provided by DTRA Director, Rebecca Hersman. During this symposium Employee Resource Group (ERG) awards were presented by DTRA Public Affairs. The symposium partnered with over twelve (12) different federal agencies and had attendance of over 15 local, state and federal agencies. Those who attended included but were not limited to SEC, Sandia Labs, DOT, NSF, USDA, FDIC, New Mexico State Department of Disabilities, NASA, and Department of Education. The event offered ERG training by notable speakers from both private and government sectors. ERG panel discussions covered ten (10) vital areas of ERG management and sustainment. By the end of the two days many of the attendees were planning to create a national federal ERG council to continue collaboration.

**Diversity in the Hiring Process:** During FY22 the EI Office, in collaboration with the Human Resources Directorate (HR) participated in 56 Strategic Recruitment Discussions (SRDs). The SRDs enhanced DTRA's efforts to diversify the workforce through providing education for DTRA's Hiring Managers. Topics discussed during a SRD include the following:

- Document review to ensure DTRA cast the widest possible recruitment net (i.e. Veterans, Individuals with Disabilities, HBCUs, and HSIs);
- Schedule A and Workforce Recruitment Program (WRP); and
- Best practices for interview panels and question development.

The EI Office also reviewed interview questions to identify any potentially discriminatory wording. Additionally, the EI Office also participated in more than 5 virtual outreach and recruitment activities; also the Joint Science and Technology Institute (JSTI).

**Disciplinary Actions for Discrimination:** Following a finding of discrimination, the Agency explores whether it should take a disciplinary action. The Agency has a disciplinary policy and/or table of penalties that covers discrimination conduct. Where appropriate, the Agency disciplines Employees for discriminatory conduct. When there is a finding of discrimination, the Agency informs Managers/Supervisors about the discrimination conduct (methods of informing can include training, webinars, brochures, emails, or types of written communication).

**ESSENTIAL ELEMENT B:  
INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION**

**EI Director Involvement:** The EI Director continued to build relationships with senior leaders on strategies which promote an environment free from personal, social, or institutional barriers that prevent Employees from rising to their highest potential by attending the weekly Director Staff Meeting (DSM). The EI Director met and provided monthly reports to the Agency Director and regularly informed the Agency Director of the EI office top priorities, compliance issues, EEO, and Diversity and Inclusion efforts.

**State of the Agency Brief:** The EI Director presented the annual State of the Agency briefing to the Director and senior officials. The presentation included an assessment overview of the MD715, Agency-wide accomplishments, and a review of the six (6) Essential Elements. The briefing also included provided detailed information related to the Agency workforce, EEO Complaint and Anti-Harassment trends.

**Program Funding:** The Agency continued to allocate and execute appropriate funding to ensure compliance on EEO programs such as EEO, the Affirmative Employment Program, Special Emphasis, Diversity and inclusion, staff training, and contracts for Investigations and Court Reporting services.

<b>FY22 EEO PROGRAM EXPENDITURES</b>	
DIVERSITY CONTRACT	\$321,435.72
INVESTIGATION CONTRACT	\$19,325.00
COURT REPORTING SERVICES	\$2,592.45
ICOMPLAINTS CONTRACT	\$36,052.14
MEDIATIONS	\$2,035.00
TOTAL EXPENSE	\$381,440.31

**Regular Internal of Remote Sites:** The major Geographically Separated Units (GSUs) or Remote Sites, Eglin AFB, Kirtland AFB, Travis AFB and DTRA Europe had been visited face-to-face by the EI Office Director on a yearly rotation. These visits were suspended due to the COVID-19 pandemic; however, the EI Office met bi-annually with the Site Chiefs to discuss EEO and Diversity and Inclusion Agency-wide initiatives to ensure engagement.

**Leadership Development Programs:** The Agency continued to create and maintain a model EEO program by ensuring professional and career development opportunities were available for participants at all levels from the most junior Employee or military Service member to Senior Executives and General/Flag Officers. The Agency provided professional and career development opportunities through its Workforce Planning, Training and Development Programs. The General Leadership Development Program (GLDP) provided non-competitive learning and development opportunities for all Employees. The Competitive Leadership Development Program (CLDP) provided Employees the opportunity to compete to participate in higher level formal leadership training and development opportunities in preparation for higher level leadership positions. Through the Competitive Academic Program (CAP) and the Graduate Fellowship Program (GFP) civilians had the opportunity to pursue an undergraduate and/or graduate degree on their time; and in some cases, the ability to also pursue a Masters or Doctorate degree as a full-time student, for one academic year. Lastly, the Executive Development Program focused on Senior Executive Service/General Officer executive development.

In FY22, DTRA allocated funding to each Directorate, in proportion to its military and civilian personnel populations, to execute individual training plans and provide opportunities to attend core Leadership development courses. During FY22, the Agency had 8 Employees whom were selected during the FY22 solicitation to participate in CAP. Additionally, 22 Employees applied for CLDP of which 13 were selected (59% selection rate). All Agency applicants were subjected to a comprehensive screening process, which included vetting and selection by the Agency's Talent Development Council (TDC), after obtaining Supervisory approval. The TDC is comprised of representatives from each of the Agency's Directorates and an additional advisor from one of the Agency's Staff Offices. The TDC reviewed, rated, and ranked applications based on a standardized application criterion. Finally, as required, a panel of TDC members conducted an interview with each of the top candidates and made final recommendations to the Agency's Chief Learning Officer. Personnel who were not selected were afforded the opportunity to receive feedback on their submission and results to learn from the experience and ensure transparency in the process.

**Career Broadening Program (CBP):** DTRA's Career Broadening Program enabled and promoted individual employee development and experiential learning via detail assignments. The program provided an opportunity to both fill internal staff vacancies and develop employee skillsets by providing detail assignments within the Agency. The program encouraged cross functional experiences that broaden employees' understanding of DTRA's missions, goals, and organizational structures. All CBP applicants were subjected to a comprehensive screening process, which included vetting and obtaining Supervisory approval. During FY22, 15 Employees participated in CBP.

**Mentoring Program:** DTRA's Mentoring Program continued to promote equal opportunity for all Employees whether in on-site, remote, telework, or hybrid work environments. The DTRA Mentoring Program is designed to improve Leadership skills and increase organizational awareness for civilian and military Employees. The program goals were: 1) Facilitate transfer of technical and professional knowledge, skills and competencies; 2) Gain an understanding of organizational values, relationships and unwritten rules; 3) Strengthen communication and collaboration across DTRA; 4) Increase exposure at different organizational levels; and 5) Create a greater sense of community. This program was conducted in a virtual format, ensuring successful communication and collaboration across the Agency during a time of maximum telework for many federal Employees. The Main Mentoring



Program ran over a nine-month period and could accommodate up to 76 participants (38 mentor/mentee partnerships). The Mentoring Component for Supervisors is a six-month program designed to help new Supervisors transition from a technical position to a Leadership position that could accommodate 14 participants (7 mentor/mentee partnerships.) The overall FY22 program consisted of 90 civilian/military Employees (45 mentor/mentee partnerships). Mentors included 7 Senior Executive members. DTRA senior leaders played an active part in the program by hosting virtual brown bags and participating in key program activities. Senior leaders met with mentees on a regular basis in a virtual environment and discussed key points from the program's featured book, *Conversational Intelligence*, by Judith Glaser. The members participated in a "Presenting with Peers" session which was a stretch assignment for those that desired to practice their PowerPoint presentation skills in front of other participants and receive feedback. They also participated in a new "Knowledge Sharing Panel" which was a panel of Supervisors, primarily Senior Executives, who shared their professional knowledge, the panel was open for questions, comments, and dialogue.

	Number of Participants in Grades 7-9	Number of Participants in Grades 11-12	Number of Participants in Grades 13-15	Number of SES Participants
<b>Mentees</b>	<b>6</b>	<b>6</b>	<b>26</b>	<b>0</b>
<b>Mentors</b>	<b>0</b>	<b>0</b>	<b>32</b>	<b>7</b>

**Outreach Program (OP):** In April 2022, the Outreach Program was revamped with a new vision and guidance. Our outreach strategy is proactive and militant every day, DTRA civilians contribute to the success of the DTRA mission by addressing critical national security threats, building partnerships, and enabling combatant command functions throughout the globe. The

Outreach Program coordinated and synchronized the Agency’s outreach plan to shape the future DTRA workforce. To target a diverse, highly qualified workforce, the Outreach Program collaborated with Directorates, the Equity, Diversity and Inclusion Office (EI), and local universities to identify the best-qualified candidates to fulfill DTRA’s needs showing that it is an employer of choice. OP built strong partnerships with program managers to identify needs toward increasing minority presentation. During FY22 our division sought to build relationships with minority groups, and partner with diverse colleges, institutions, and organizations such as:

1. Science Technology Engineering Mathematics (STEM)
2. Minority Institutions of Higher Education.
3. Hispanic Association of Colleges and Universities (HSIs).
4. Historically Black Colleges and Universities (HBCU).
5. Veteran organizations.
6. People with Disabilities.

In addition, OP explored partnerships as alternatives to provide minority recruiting products and services. For instance:

1. Partnered with Equity, Diversity, and Inclusion Office (EI) to increase public awareness of civilian career opportunities for Minorities.
2. Partnered with Minority professional associations.
3. Built a strong relationship with career services.

The Outreach Program participated in the following outreach events:

1. STEM Career Question and Answer Panel - DTRA Hispanic Employee Resource Group (Oxon Hill Senior High School, Science and Technology Program)
2. DoD Hispanics In STEM and Cyber Virtual Career Fair.
3. FBI / WWR Joint Training - Job/education/information fair at the event.
4. DoD Civilian Careers - The event focus on Engineering, Cyber, IT, and Contracting.
5. American University's Intelligence & National Security Networking Reception.

**Employee Resource Groups (ERG):** The ERG's developed and submitted Action Plans for review by the D&I Council Co-Chairs and the EI Director. The ERG's received quarterly training via HR's Outreach Team to expand recruitment and Outreach. The ERG's also planned monthly Special Observances in coordination with the Special Emphasis Program Manager. Additionally, the EI office met with the ERGs monthly to provide DEIA Agency updates.

- **African American (AA):** The EI Director met with the ERG to advise and assist with their initiatives.
  - ✓ African American (AA) Participated in several TAP & Outreach events with HR Directorate.
  - ✓ MLK Jr. Observance Day - Invited all members and the other ERGs to submit photos for a day of service (virtual or in-person) to commemorate Dr. King's birthday. The photos were posted on the SharePoint site.
  - ✓ Black History Month's Theme was "Black History is American History".
    - Hosted a photo and informational display in the DTRC lobby.
    - Spotlighted seven contributors to Black History weekly, for a total of 28 contributors. Career fields included: Inventions that Make our Lives Better; Medical Contributions; STEM Contributions; and First in Military Contributions.
    - Two DTRA-wide webcast events spotlighted Dr. Njema Frazier, SES, Director, Office of Experimental Sciences, Defense Programs, National Nuclear Security Administration (NNSA), Washington, DC; and Ms. Joan Mulholland, Civil Rights Activist and Freedom Rider.
  - ✓ Collaborated with the Women's ERG for Women's History Month spotlighting March 14<sup>th</sup> Pi Day. A mathematical quiz/contest was conducted to identify Women Mathematicians. This collaboration was one of the first major collaborations between two ERGs at DTRA.
  - ✓ Juneteenth Celebration:
    - Hosted a Historically Black College and University (HBCU) Panel featuring four African American (AA) employees whom attended an HBCU. The panel shared their experiences while attending a HBCU.

- Hosted a Virtual Road trip to African American Museums through pictures. A slideshow of pictures was featured on the AA ERG SharePoint showcasing AA ERG members visiting AA Museums around the country.
  - ✓ Social Mixers:
    - Hosted the first Social Mixer for ERG members at the Ft. Belvoir Golf Course Clubhouse. The event brought ERG members together in an after work setting for networking.
  - ✓ Updated the AA ERG Holiday Soulful Cookbook to include new recipes.
- **Asian American Pacific Islander (AAPI):** The EI Director met with the ERG to advise and assist with their initiatives.
  - ✓ Created a Lunar New Year video and blog describing how various Asian countries celebrate the holiday. The video and blog were posted on the SharePoint site.
  - ✓ AAPI Heritage month celebrations included;
    - Senior Leader Round table;
    - Video/webcast of “Why Mannerisms Matter to our Success.”;
    - AAPI Awards Ceremony for the “Spirit of the 442<sup>nd</sup> Infantry Regiment Military Awards” and “Senator Daniel K. Inouye Outstanding Civilian Awards.”; and
    - COL Christine Enriquez, D&I Co-Chair was the guest speaker for AAPI Heritage Month, Military District of Washington Equal Opportunity Team at Fort Belvoir.
  - ✓ Designed a collaborative art piece for the Women’s ERG “Women’s Equality Day” Art Gallery.
  - ✓ Participated in the DTRA EI “ERG Diversity Training Symposium”.
  - ✓ Attended the Asian American Government Executive Network Leadership Workshop.
- **Hispanic:** The EI Director met with the Hispanic ERG providing advice and assistance regarding their initiatives.
  - ✓ Participated in Outreach events with local STEM High School (Oxon Hill Senior High School); STEM Career Discussion Panel.
  - ✓ Collaborated with the Women’s ERG for information sharing on Women Firsts, within DoD – U.S. Navy Submarine Service - First Female Submarine “Chief of the Boat” (Command Senior Enlisted Advisor).
  - ✓ Participated in Inter-Government mentoring, with other agencies as they stood up their Hispanic ERG.
  - ✓ Hosted a Cinco de Mayo educational display.
  - ✓ Commemorated Hispanic Heritage Month through a series of displays.
  - ✓ Continued to highlight DTRA Hispanic Employees.
- **Individuals with Disabilities (IwDs):** The EI Director met with the IwD ERG providing advice and assistance regarding their initiatives.
  - ✓ The IwD ERG was the catalyst for improved sign language interpreting services at DTRA. A HR justify modification was enabled for the existing DLA/DTRA MOA to add DTRA dedicated, on-site interpreters. One interpreter available in DTRC Monday-Friday, and a second interpreter available Tuesday - Thursday was also implemented. HR initiated recruitment for a fulltime GS-11/12 Sign Language Interpreter.

- ✓ ERG Leadership and HR collaborated to obtain permanent visitor passes for contracted interpreters.
  - ✓ ERG analyzed and provided a report on sign language interpreting service contracts across 12 DoD organizations.
  - ✓ Revised the IwD ERG member reengagement plan.
  - ✓ Participated in Awareness Strategic Partnering: RD-CXA Briefing.
  - ✓ IwD ERG coordinated with the EI Office Director regarding a blog that recognized and spread awareness for PTSD awareness month.
  - ✓ Participated in Outreach and Internal Awareness Strategic Partnering efforts.
  - ✓ Hosted a webinar: "Disabled American Veterans (DAV) – Navigating the Veterans Administration (VA) Claims Process and Receiving Assistance with Psychiatric Conditions" for the observance of the National Disability Employment Awareness Month (NDEAM).
  - ✓ Hosted OSD speakers on reasonable accommodations under Section 504 and 508
- **Lesbian, Gay, Bisexual, Transgender, Questioning/Queer, Intersex, Asexual/Ally (LGBTQIA+):** The EI Director met with the LGBTQIA+ ERG providing advice and assistance regarding their initiatives.
    - ✓ Performed outreach within DTRA to build the ERG community and increase the membership base.
    - ✓ Hosted an "Ask me Anything" panel with over 60 attendees. Questions were answered which led building understanding and clarity in the DTRA workplace.
    - ✓ Hosted Mr. C. Dixon Osburn, leader of the court case to repeal Don't Ask, Don't Tell.
    - ✓ Discussed the year in legislation that affects LGBTQIA+ individuals.
  - **Women's ERG:** The EI Director met with the Women's ERG providing advice and assistance regarding their initiatives.
    - ✓ Facilitated DTRA's LeanIN Circle to connect individuals that are interested in empowering women at work and created outreach and fellowship.
    - ✓ Women's History events highlighted significant events and contributions that women have made in DTRA and the nation.
    - ✓ Hosted a DTRA talk for Women's History month.
    - ✓ Attended The Conference Board Organization's Diversity, Equity and Inclusion (DEI) Virtual Global Event.
    - ✓ Performed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to review the past year and prepare for the year to come.
    - ✓ Hosted an art exhibit at DTRA HQs to celebrate National Women's Appreciation day.

**D & I Contract:** KUSI Global, Inc. met weekly with the Equity, Diversity and Inclusion Office. KUSI Global, Inc. developed the DTRA Diversity, Equity, Inclusion and Accessibility (DEIA) Plan. KUSI collaborated on drafts of the Plan in order to meet the evolving requirements and needs within DTRA.

KUSI Global, Inc. drafted the initial climate survey for DTRA, it was detailed and comprehensive in covering Diversity, Equity and Inclusion. KUSI was instrumental in researching assessments and

ensuring the right questions were addressed to initiate a benchmark. KUSI met with the EI Office and partnered with DTRA employees to aid in the completion and launch of the survey.

KUSI Global, Inc. created several brand concepts, KUSI and DTRA finalized a logo and brand concept for use on all DEIA related activities. The brand will assist DTRA in embedding DEIA across the Agency. KUSI also created a Communication and Campaign Plan with the purpose of further engaging the DTRA workforce.

## **ESSENTIAL ELEMENT C: MANAGEMENT AND PROGRAM ACCOUNTABILITY**

**Anti-Harassment Program (AHP):** The Anti-Harassment Program is managed and monitored by the Agency’s Anti-Harassment Program Manager (AHPM). The Equity, Diversity, and Inclusion Office (EI) revised the AH Policy Statement which supersedes the AH Policy Statement dated 16, July 2021. The revised AH policy statement was submitted to the EEOC for review and was approved on June 3, 2022. Subsequently, the EI office incorporated the agency Directors Strategic Intent and Initiatives and submitted the AH policy to be signed by the Director. The EI Office insured that the anti-harassment policy includes the following information:

- A clear explanation of prohibited conduct; and a complaint procedure that encouraged employees to report harassing conduct before it became severe or pervasive,”
- Outlined an easily understood complaint process that provided accessible avenues of complaint that included receipt of and responding to allegations of harassment.
- The EEO complaint process for allegations of unlawful discriminatory harassment is separate and distinct from the AHP’s process for responding to allegations of harassment
- Assurance that when Employees whom make claims of harassment or provide information related to the claims would be protected against retaliation.
- Supervisors will take immediate and appropriate corrective action when it determines that harassment has occurred.
- The Agency will protect the confidentiality of harassment complaints to the extent possible.
- Agency Supervisors or designated Management Officials are responsible for conducting a prompt, thorough and impartial inquiry within 10 calendar days of allegations being made. After the inquiry, if further information is warranted an investigation will be completed to resolve the harassment matter. The Agency Deputy Director then will appoint an investigator to conduct the investigation within 60 days. The Office of General Counsel (OGC) and Human Resources (HR) are consulted regarding corrective action measures. Based on this process there is a firewall between the AHP, and the EEO Complaints Process;
- Retaliation against Employees, to include witnesses, who report harassment or participate in harassment investigations is prohibited.

**Reasonable Accommodations (RA) and Personal Assistance Services (PAS):** In August 2022, HR revised its Reasonable Accommodation Handbook in accordance with guidance from the Equal Employment Opportunity Commission (EEOC). The revised procedures are posted on DTRA's external website, <https://www.DTRA.mil/Work-With-Us/Pay-and-Benefits/>.

The Agency processed 6 RA requests, which included a combination of assistive technologies, sit/stand workstations, ergonomic chairs, extra laptop and dragon software. The RA coordinator worked closely with the IT Directorate and Building Manager to provide approved accommodations for individuals, such as four sit/stand workstations, three ergonomic chairs; extra laptop, dragon software and coordinated with the Environmental, Safety and Occupational Health Office (ES) to ensure ergonomic assessments were conducted upon request. The Agency provided Sign Language Interpreter (SLI) services for workplace meetings, conferences, training, and special events and maintained an SLI log which tracked expenditures for all events and requirements, facilitating participation in over 728 events.

**Supervisory EEO Performance Element:** The EI Office revised the Supervisory EEO performance element, in FY21 to include a requirement promoting an inclusive workplace where Diversity and individual differences are valued while ensuring a work environment free from discrimination. Additionally, the Supervisory EEO performance element was approved by the Human Resource Policy Board in FY21, and implemented in the Supervisors and Managers, Department of Defense Performance Management and Appraisal Program (DPMAP) for the April 2022 DPMAP performance period.

**EI and HR Monthly Collaboration:** The EI Office and HR Leadership continued their monthly collaboration on personnel programs, policies, and procedures in accordance with EEOC laws, instructions, and management directives. In FY22, EI and HR collaborated on several initiatives, including 56 Strategic Recruitment Discussions with hiring officials to articulate the importance of Diversity hiring practices. HR leadership was instrumental in assisting the EI Office with obtaining military workforce data, preparation of the DVAAP and FEORP reports and in preparation of the MD-715. In addition, the EI Office supported the HR Directorate on drafting of the Human Capital Strategy for the Agency.

**Affirmative Action Plan:** EI and HR partnered to implement the Affirmative Action Plan for PWDs. The following accomplishments were highlighted in FY22:

- The EI Office created a Self-Identification flyer for the DTRA workforce.
- Participated in a Virtual Disability Career Fair, and provided information to individuals regarding the Schedule A Hiring Authority and Federal Resume Tips.
- The EI Office updated the Quick Guide for IWDs Requesting Assistance in an Emergency toolkit.
- The EI Office provided Schedule A applicants information regarding the Schedule A hiring process, a Schedule A Fact Sheet, Federal Resume Tips and additional information regarding programs available to assist Individuals with Disabilities. The SEP Manager reviewed USAJobs for available positions within DTRA and surrounding agencies that the applicant may be qualified for and provided the link to the applicant.
- The IwD ERG was the catalyst for improved sign language interpreting services at DTRA.
- ERG Leadership and HR collaborated to obtain permanent visitor passes for contracted interpreters.
- IwD ERG coordinated with the EI Office Director regarding a blog that recognized and spread awareness for PTSD awareness month during June.

**EI Office Advises Senior Leaders and Supervisors on EEO Matters:** The EI Office provided Management and Supervisory officials with regular EEO updates, including complaints and workforce data summaries, through the State of the Agency Brief, monthly briefings and EEO Training. The EI Office readily addressed EEO questions or concerns raised by Managers and Supervisors. The EI Office created and continue to share Supervisory Toolkits for the Prevention of Harassment, Employee Engagement, Disability Toolbox: Disability Etiquette, Facts for Hiring managers, and a Toolkit for the Workforce Recruitment Program.

### **Directorate Partnerships to Promote an Inclusive Workplace**

The **Office of the Inspector General (IG/OIG) Office** promoted an inclusive workplace by conducting the following initiatives:

- OIG assisted Employees with allegations of possible climate, Diversity, or discrimination concerns.
- They held discussions with EI when EI-related cases were being addressed.
- OIG served as an advisory member on the monthly Diversity and Inclusion Working Group.
- OIG served as an advisory member on the Human Resources Personnel Board, where senior Managers review personnel programs throughout the Agency.
- During the IG Mission brief for Agency newcomers, Employees learned about their procedural opportunity to inform EI of equity, diversity, and inclusion concerns before presenting them to the IG.

The **Acquisition, Contracts, and Logistics (AL) Directorate** promoted an inclusive workplace by conducting the following initiatives:

- Integrated Equal Employment Opportunities (EEO) programs and policies in hiring decisions and processes.
- Incorporated diversity and fairness practices in hiring ensuring: consistent scoring criteria and interview questions for all applicants; all hiring panels included at least one female; one individual from another directorate; and blind resume reviews for all hiring actions.
- Leaders and personnel within AL continued to demonstrate their commitment to Diversity by participating in various DTRA Employee Resource Groups.
- The AL Leadership team remained committed to continuing to foster an inclusive workplace where everyone is treated with respect and dignity, coming together for constructive dialogues and solving challenges.
- AL All Hands and Teambuilding Events included interpreter services to promote and sustain an inclusive engagement.
- The Office of Small Business Programs (AL-SB) participated in several outreach and recruitment events which promoted diversity and collaboration with Historically Black Colleges and Universities (HBCUs) and Minority Serving Institutes (MSIs), including:
  - The DoD Hispanics in STEM and Cyber Virtual Career Fair hosted by Defense Civilian Personnel Advisory Services with 290 participants in attendance. ALSB participated in DTRA's virtual booth discussing open positions, the DTRA mission space, and tips on navigating the hiring process with 12 people who were interested in positions with DTRA.
  - Presented at two DoD Office of Diversity Management and Equal Opportunity,

“Taking the Pentagon to the People” events. The first was co-hosted by the University of Texas with 200 attendees and the second was co-hosted by Central State University with 600 attendees. Educated attendees on how HBCUs and MSIs can support DoD through Research and Development, including the Small Business Innovative Research and Small Business Technology Transfer Program by provision of developmental assistance to Protégé firms through the DoD Mentor Protégé Program, and by participation in full and open recruitment solicitations.

The **Cooperative Threat Reduction (CT/CTR) Directorate** promoted an inclusive workplace by conducting the following initiatives:

- The CTR fully supported and enforced the Inclusion and Diversity policies of the Agency.
- CTR integrated Inclusion and Diversity initiatives throughout the hiring process and duration of employment by enacting several internal policies and practices including blind resume reviews and diverse hiring panels, with the goal of providing Equal Employment Opportunities for new hires and reducing potential inherent biases. Blind resume reviews allowed the hiring Manager to solely focus on the technical information on the resume and how they align to the requirements of the position.
- In line with DTRA’s Diversity Guidance and cleared by the Equity, Diversity and Inclusion (EI) Office, interview panels were convened with the following make-up: at least one panelist who identified as a man; at least one panelist who identified as a woman; at least one panelist external to CTR; and at least one panelist representing an underrepresented minority group within DTRA.
- Inclusion and Diversity were addressed directly to the workforce throughout the year by the CTR Director in the form of virtual town halls, climate surveys, and Employee training. The CTR Director addressed proper reporting of incidents through chain of command, the CTR Front Office, and DTRA EI or IG, as appropriate. CTR Climate surveys were issued and used to improve the CTR Leadership climate in FY21. Several CTR departments offered Unconscious Bias, Arbinger and Brookings trainings that were well attended, during FY21.

The **Research and Development (RD) Directorate** promoted an inclusive workplace by conducting the following initiatives:

- **Chemical and Biological Technologies Department (RD-CB):** In FY22, DTRA engaged with 24 HBCU/MIs through recorded webinars, Resume writing for Federal Employment in partnership with OPM. These virtual events enabled direct engagement with students and faculty and recordings of these events were posted to the Defense Visual Information Distribution Service (DVIDS) for broader continuing access.
- **Enabling Capabilities (RD-EC) Department:** The DTRA basic research program operated two University Research Alliances (URAs). Each URA was made up of approximately twenty (20) partner organizations, primarily universities. Multiple historically black colleges and universities/minority institutions (HBCU/MIs) were important partners within these alliances, including Morgan State University, Fisk University, University of California Riverside, and University of Arizona. Workforce development was a key objective of these alliances, and both programs aimed at developing students from HBCU/MIs, including internships. During FY22, the URAs trained 97 Students (27 from MSEE and 70 from IIRM) in DTRA relevant STEM fields. Additionally, over 100 diverse students have been involved in Sea Air and Land Events this year with over 7 events planned for 2023.



The **On-Site Inspection and Building Capacity (OB) Directorate** promoted an inclusive workplace by conducting the following initiatives:

- Integrated Equal Employment Opportunity (EEO) programs or policies throughout the hiring process and duration of employment by creating Directorate specific hiring guidance, including review of interview questions by the EI office. Additionally, the guidance required one external directorate panel member for GS-13 or above hiring actions; and one external department panel member for GS-12 or below hiring actions.
- Created inclusive workforce engagement activities (i.e. Requested Unconscious and Implicit Bias training as a team building activity).

The **Strategic Integration (SI) Directorate** promoted an inclusive workplace by conducting the following initiatives:

- DTRA Hispanic Employee Resource Group leadership traveled to DTRA Albuquerque 24 Nov to meet with ERG members, potential members, supervisors and site senior leadership. Mr. Rivera participated in a series of meetings with ALBQ senior staff.
- SI-PL conducted a potluck teambuilding event for the Thanksgiving Holiday on 22 November. Over 50 PLEX personnel attended the event. Each potluck dish was a personal favorite of the person providing it, giving the participants an opportunity to share family and regional favorites with their coworkers. This event created an opportunity for the team to bond and for leadership to express its appreciation of the hard-work, dedication, and professionalism of the PLEX workforce in an informal environment of camaraderie and Thanksgiving.
- SI-FM offered and sponsored professional growth opportunities and for SI staff.
- The blind resume process was utilized for all hiring actions.
- The EI Office reviewed all interview questions to ensure they were free of unconscious bias.

**DTRA-Europe** promoted an inclusive workplace by conducting the following initiatives:

- Executed the first post-COVID Conventional Forces in Europe Treaty inspection in two years in which a third of the team consisted of women: Team Chief, an interpreter, and a weapons inspector.
- DTRA-E fully supported and enforced the Inclusion and Diversity policies of the Agency during its hiring process ensuring male/female and underrepresented minority panelists. Additionally, enacted policies and practices including blind resume reviews and diverse hiring panels with the goal of providing Equal Employment Opportunities for new hires and reducing potential inherent biases. Blind resume reviews allowed the hiring Manager to solely focus on the technical information on the resume and how they align to the requirements of the position.
- Provided Unconscious and Implicit Bias training opportunities for all of DTRA-E employees.
- Hosted heritage and awareness events to include Asian Pacific American Heritage (AAPI).
- Hosted a representative from the Wounded Warrior Project (WWP). The team based in Landstuhl, Germany conducted a briefing at DTRA-E covering services available through the WWP to disabled veterans and their families in Europe.

The **Information Management & Technology (IT) Directorate** integrated Diversity and Inclusion (D&I) initiatives and events throughout the organization. Our goal and priority was to support the Agency's D&I Council goals and objectives.

- The IT Directorate promoted D&I throughout the employee hiring process by introducing blind. Hiring panels consisted of a diverse group from both internal and external IT Directorate partners. The focus on hiring was to ensure the best candidate was selected based on his/her knowledge, skills and abilities.
- The IT Directorate conducted Sensing Sessions with employees to identify specific areas of focus in order to make improvements, these included: Recognition, Hiring and Retention, Communications, Leadership Development, and Morale and Welfare. Champions/Leads were selected for each of the five major Focus Areas, and actions plans were developed identifying specific objectives to demonstrate improvements.
- The IT Governance leadership guided staff on conducting virtual meetings with attendees that require accommodations. Staff members altered their meeting to ensure attendees could actively participate in meetings through interpreters and other assistive technologies.
- IT Directorate personnel supported the following ERGs and committees: Individuals with Disabilities ERG;
  - DTRA Employee Engagement & Morale Council (EEMC); Participated in the Hispanic ERG event on September 27, 2022; Mrs. Rachel Maxwell, DTRA IT-KT Department Chief, and four other women from across DTRA attended Ms. Rosenblum's presentation at the March 25, 2022 session of the Women's ERG.
  - Albuquerque IT Department selected one participant from the Summer Student Intern program to work in the organization from June 2022 thru September 2022.
- IT Program Management Department selected one participant from the Summer Student Intern program to work in the Program Support Office.
- Throughout the IT Directorate, various Morale and Welfare events were conducted.
- DTRA IT-IR Governance team updated DTRA Instruction 1020.02 "Implementation of Section 508 of the Rehabilitation Act of 1973" and established a strategy for providing DTRA personnel with disabilities, as well as members of the public, access to the same (or comparable) use of information and data as DoD personnel who do not have disabilities. The document is currently in final review prior to issuance.
- IT assigned a 508 Compliance Coordinator to monitor compliance, verify accessibility of products and services, resolve accessibility issues, and distribute information regarding Section 508.
- On 18 Oct 2022 IT facilitated a "Section 508 Lunch and Learn" in observance of the "National Disability Employment Awareness Month" with speakers "Mr. Randy Cooper the Director, Disability Equal Opportunity Policy and Compliance" and "Ms. Jen Haggerty the DoD Section 508 Coordinator in the Office of the DoD Chief Information Officer". This event focused on what DTRA employees and supervisors should know about disability equal opportunity programs, including how to request and obtain IT and physical workspace accessibility resources and the roles of DTRA Section 504 & 508 coordinators.
- Initiated an update of DTRA's Section 508 Compliance reporting, in preparation for the February 2023 submission to the DoD CIO. Initiated review and analysis of additional web sites and pages for compliance.

The **Operations and Integration (OI) Directorate** promoted an inclusive workplace by conducting the following initiatives:

- Fully supported and enforced the Inclusion and Diversity policies of the Agency.
- Adhered to Inclusion and Diversity initiatives throughout the hiring process and duration of employment by using blind resume reviews and diverse hiring panels. Hiring panels contained a diverse membership to ensure hiring rankings, and ultimately selections that promoted equity, diversity and inclusion throughout their deliberations. Interview panels were convened with the following make-up: at least one panelist who identified as a man, at least one panelist who identified as a woman, and at least one panelist representing an underrepresented minority group within DTRA.
- Recognized Sexual Assault Awareness and Prevention Month in April 2022 through events on-site at the Reston location.
- Addressed Diversity and Inclusion throughout the year via town halls, climate surveys and employee training, as well as the implementation of “Winning through Culture” within the OA Department. Winning through Culture is a long term strategic and ongoing endeavor, which brought together the full spectrum of the workforce to understand and shape all elements toward a common focus and execution of its mission and functions, all under the guiding theme of mutual respect and the principals of equity, diversity and inclusion.

The **Nuclear Enterprise (NE) Directorate** promoted an inclusive workplace by conducting the following initiatives:

- Directorate Leadership: In April 2022, the NE Chief of Staff hosted a Talent Management Summit that included members of the DTRA Human Resources Staff, Engagement and Inclusion Staff, Industry, and Academia. The summit focused on identifying how the directorate could attract, recruit, and retain a diverse workforce and grow nuclear expertise for the workforce. Several innovative ideas were identified and have since been implemented. The summit was attended by 15 personnel.
- Defense Nuclear Weapons School (DNWS): The DNWS hosted a Diversity and Inclusion Training session on 15 December 2022 for the staff and others from DTRA ABQ. The training helped foster an environment inclusive to all employees and provided tools for supervisors working in a diverse environment. There were 25 personnel in attendance.
- Hiring Standard Operating Procedures: NE continued to develop diverse hiring panels and have extended invitations to all employees to participate or observe hiring panels. The directorate noted an increase in the diversity of its hiring actions.
- Nuclear Enterprise All Hands: The NE Director addressed diversity and inclusion at each NE All Hands, to the over 500 NE employees. Several DTRA Staff Offices were invited to discuss specific topics, such as having difficult conversations, employee relations, etc.
- Nuclear Enterprise Round Tables: In FY22, NE held a series of round table discussions where employees were given the opportunity to openly discuss any topic. Follow-up actions from the round tables were immediately addressed and disseminated to the attendees.
- NE Outreach Video: From August to December 2022, the NE Directorate facilitated an Outreach Video project aimed at increasing recruitment efforts. The video highlighted the diversity within the directorate from student interns to fellows, to senior civilians and Military who shared their experiences and the unique skills developed while working in the directorate. The video is scheduled to be released in the calendar year 2023.

## **ESSENTIAL ELEMENT D: PROACTIVE PREVENTION OF UNLAWFUL DISCRIMINATION**

The Agency proactively reviewed, revised, and published (internal/external websites) EEO policies relating to harassment prevention, EEO complaints process, RA, and PAS.

**Trends Report and Data Monitoring Tool:** The EI Office utilized the FY22 EEOC Trigger A and Trigger B tables to assist in the barrier analysis process to identify potential barriers. The trigger tables analyze data such as sex, race, occupational category, participation rates, awards, and directorate break down of the workforce compared to the Civilian Labor Force Census (CLF). HR also reviewed exit surveys from departing Employees and provided relevant information. The Agency continually strives to improve its recruitment, hiring, inclusion, and advancement of people with disabilities.

**Exit Interviews Survey:** There were 150 surveys completed in FY22, of which 87% of the respondents were civilian Employees. Of the Civilian Employees whom completed the exit survey, 82% responded they would recommend working at DTRA to others. Additionally, a high percentage of civilian Employees provided positive feedback with their response on recommending the Agency to others as a place of employment.

**Affirmative Action Plan:** The EI Office and HR promoted the recruitment, hiring, and advancement of qualified PWDs and Persons with Targeted Disabilities (PWTDs), and encouraged them to apply for vacancies via Schedule A and WRP hiring authorities. They also ensured all disability-related questions and concerns were addressed promptly and correctly by the Disability Program Manager. The EI Office collaborated with HR to ensure a comprehensive plan for specialized training; mentoring and career development opportunities were in place for PWDs and PWTDs.

**Issuance, Policies and Procedures Review:** In FY22, the EI Office reviewed DoD issuances and DTRA issuances about management and personnel policies, procedures and practices (Employee development/ training program, Director's Planning Guidance, Human Capital Roadmap, Directorate Hiring Practices, and Talent Development Program) through the DTRA Enterprise Access Management Service-Army (ETMS2).

**EEO Training for Supervisors and Employees:** The Agency provided EEO Training for all Supervisors, Managers, and Employees. The trainings included the Disability Employment and Hiring Authorities Management, Disability and Reasonable Accommodation, EEO Complaints Process, Prevention of Harassment, the ADR Experience, and EEO laws and guidance. Additionally, Civil Treatment Training was also provided for DTRA Employees.

The EI Office proactively enhanced training efforts during FY22, by increasing the number of instructor-led Prevention of Harassment sessions, a Diversity and Inclusion Now training module as well as monthly Diversity Chat and Chew events. These virtual trainings were available to all remote locations (Germany, ABQ, Eglin, and Travis). EEO and Diversity Training were also provided to Directorates and Divisions upon request.

<b>Mandatory EEO Training</b>	<b>FY21 Participation</b>	<b>FY22 Participation</b>
EEO for Employees	347	594
EEO for Supervisors	92	154
<b>Prevention of Harassment Training</b>	<b>FY21 Participation</b>	<b>FY22 Participation</b>
Employee	40	407
Supervisor	34	157
<b>Briefing and Workshops</b>		
Boarding (Brief)	135	119
Agency Overview		
Diversity Training	617	361
ADR Webinar	16	81
Disability Training	45	44
Diversity and Inclusion Chat & Chews		450
<b>Total</b>	<b>1429</b>	<b>2470</b>

**Office Inspector General (OIG):** In FY22, the OIG office received eighty-one (81) contacts, ten (10) of which involved an EEO-type of concern, which is a significant decrease in comparison with FY21 (90 contacts, 4 EEO-type of concern). None of the ten (10) cases led to an OIG investigation, however, two contacts were related to a management-directed investigation, following an IG referral. In total, five (5) of ten (10) cases required a referral to management for resolution. Two (2) of ten (10) contacts, OIG assisted the Employee with a resolution that addressed their concern. One (1) of ten (10) contacts, OIG assisted the Supervisor with a resolution that addressed their concern. One (1) contact alleged management abused their authority. One (1) contact involved an allegation of hiring fairness, which led to investigation. None of OIG’s ten (10) contacts involved an allegation of reprisal.

OIG sustained monthly “Blotter” updates with the Director, where IG-related activities were addressed, which at times included matters involving climate, Diversity, or discrimination. OIG provided similar “Blotter” updates to respective Directorate leaders. OIG conducted monthly Personnel Action

Meetings with EI, GC, SC, and HR to review personnel concerns that potentially contained an EI nexus; the Deputy Director could also chair some meetings. The Personnel Actions Meetings were to ensure there was a process to elevate internal investigations to DTRA Leadership.

## **ESSENTIAL ELEMENT E: EFFICIENCY**

In FY22, the EI Office continued to enhance its systems to accurately collect, monitor, and analyze data related to the EEO program. To comply with Part 1614 of Title 29, Code of Federal Regulations (CFR) and MD-715 requirements, the EI Office remains neutral and impartial. This helps to prevent institutional conflicts of interest that otherwise could arise and instill confidence in the integrity of the EEOC's EEO complaint program.

**Neutral EEO Process:** To comply with Part 1614 of Title 29, Code of Federal Regulations (CFR) and MD-715 requirements, the EI Office remained neutral and impartial. The impartiality of the EI Office helped prevent institutional conflicts of interest that otherwise could arise and to instill confidence in the integrity of the DTRA EEO complaint program. The EI Office ensures the Agency representative is not the attorney providing legal sufficiency reviews or involved in counseling, investigations, or final Agency decision stages of the EEO process.

**Efficient, Fair and Impartial Complaint Resolution Process:** DTRA's EEO complaint program was timely in completion of EEO counseling, including written notification of rights and responsibilities, investigations, acceptance/dismissal decisions, final Agency decisions, and final actions. The EI Office routinely utilized the Federal Sector EEO Portal (FedSEP) and submitted complaint files and other documents in the proper format to EEOC.

**Data Collection Systems:** In FY22, the AH Program Manager created two tracking systems that tracked Contacts as well as Harassment allegations. Contacts and harassment allegations were tracked for type of issue, Directorate, Manager, and Alleged Harasser. Additionally, harassment allegations were tracked for completion of inquiry. A four (4) year trend analysis was conducted that identified trends such as type of issue, Directorate, Manager, and Alleged Harasser as well as the number of contacts and number of harassment allegations received. Completion of the trend analysis allowed for identification of increased or decreased contacts and harassment allegations as identification of trends in the type of concerns expressed by DTRA employees.

In FY22, the EI Office ensured that the necessary updates to the current iComplaints case management system were in place to continue to maintain and accurately collect, monitor, and analyze data related to the EEO program. A contract was awarded for the implementation and annual support of ETK EEO.

EI coordinated with the DTRA Human Resources Directorate to request and receive additional reporting data in support of the MD 715, FEORP, DVAAP Reports, as well as ad hoc requests.

**EEO Complaints:** The EI Office tracked its EEO complaint trends during FY22, via the iComplaints data management tool. EI also utilized the iComplaints data management tool to produce the FY22 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (462).

**EEO Pre-Complaints & Formal: EEO Pre-Complaints & Formal:** In FY22, EI received 14 pre-complaints which is the same number of pre-complaints received as FY21. In FY22, seven (7) of the 14 aggrieved Employees filed formal EEO complaints.

DTRA’s most frequently claimed basis was sex in FY22. Complaints in which sex was a basis increased from five (5) in FY21 to eight (8) in FY22, an increase of 37.5%. Complaints in which the basis was age increased from one (1) in FY21 to three (3) in FY22, an increase of 33.33%.

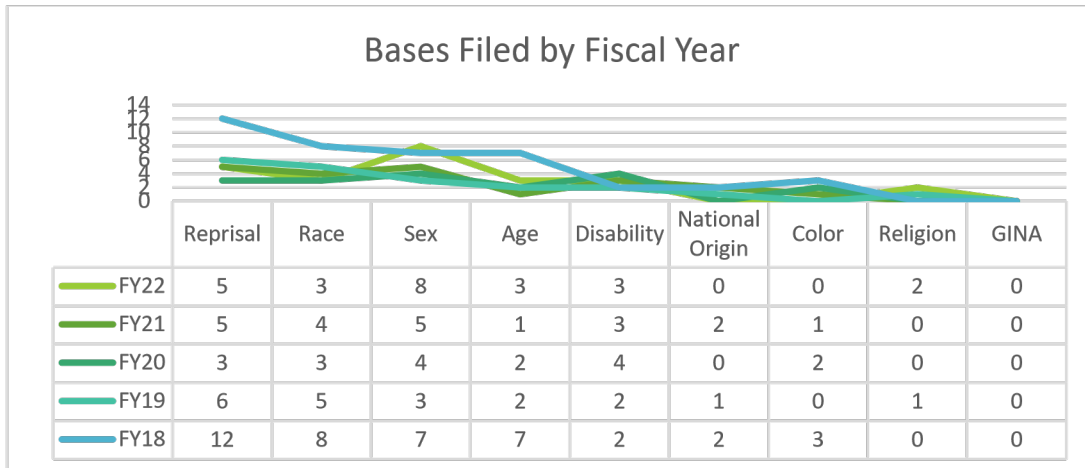


Figure 4: Bases of Discrimination FY2018 – FY2021

**Alternative Dispute Resolution:** In FY22 the DTRA EI office continued to implement the ADR program. The EI Office continued the process of routing the Agency instruction for approval. Additionally, the EI Office presented ADR experience and ADR Brown Bag sessions to educate the workforce. The EI Office developed a training module to demonstrate the core principles of ADR, which was delivered in semi-annual ADR briefings offered to the workforce on a voluntary attendance basis, and was also incorporated into the Prevention of Harassment for Employees/Supervisors, EEO Training for Employees/Supervisors, Onboarding Briefings and the Virtual Agency Overview Briefings, which are Agency-wide mandatory trainings.

The ADR program was available during the pre-complaint and formal complaint processes. ADR was offered to all aggrieved Employees during the EEO pre-complaint process by the EEO Counselor. The EEO Counselor informed all aggrieved Employees of the benefits of ADR and emphasized how the ADR process was voluntary and allowed disputes/issues to be handled swiftly to get matters resolved. In FY22, DTRA processed 14 informal and 7 formal EEO complaints. Mediation was offered each time, one Employee elected to participate and resulted in an informal resolution.

The Agency did not require Managers and Supervisors to participate in ADR when offered during the EEO complaint process, during FY22. However, the draft ADR Instruction includes language that would make this a requirement, and if accepted in the final Instruction, will be enforceable.

DTRA submitted the annual ADR Report to DoD on March 21, 2022. The annual ADR Report included the types of ADR conducted, number of resolutions, marketing conducted in the prior year and enhancements projected for the next year.

**Complaint Funding:** During FY22, EI contracted services for five (5) EEO Investigations and one Anti-Harassment case mediation. EI also contracted court reporter services, for an EEOC hearing. Additionally, a contract was awarded to update iComplaints to ETK EEO including technical support and annual subscriptions for its complaints tracking and reports software. The table below reflects the FY expenditures.

FY22 COMPLAINT PROCESSING EXPENDITURES	
INVESTIGATIONS CONTRACT	\$19,325.00
MEDIATIONS	\$2,035.00
COURT REPORTER	\$2,592.45
ICOMPLAINT CONTRACT	\$36,052.14
TOTAL EXPENSE	\$60,004.59

## ESSENTIAL ELEMENT F: RESPONSIVENESS AND LEGAL COMPLIANCE

**Compliance:** The EI Office ensured full and prompt compliance with orders from Administrative Judges (AJ) and implemented terms of settlement agreements that were reached in FY22. This fiscal year, DTRA continued to process complaints filed in previous Fiscal Years, two (2) from FY16, two (2) from FY17, three (3) from FY18, one (1) from FY19, and one (1) from FY21, as well as complaints filed in FY22. DTRA reached monetary settlements with eight complainants along with one finding and one dismissal by the AJ. The terms of the agreements included lump sum and attorney’s fees payments and one promotion to GG-14.

Date Submitted	Report Title
January, 2023	22 No FEAR Act Report 22 Harassment Report
March 2022	FY21 Alternative Dispute Resolution Report
October 31, 2022	FY22 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (462 Report)
November 15, 2022	FY22 Civil Rights Reports Age Discrimination Act Report and Executive Order 13160 Report

**No FEAR Act Report:** The EI Office timely and accurately submitted its quarterly and annual No FEAR Report to the EEOC. These reports were also posted on the Agency’s external website in a timely manner.



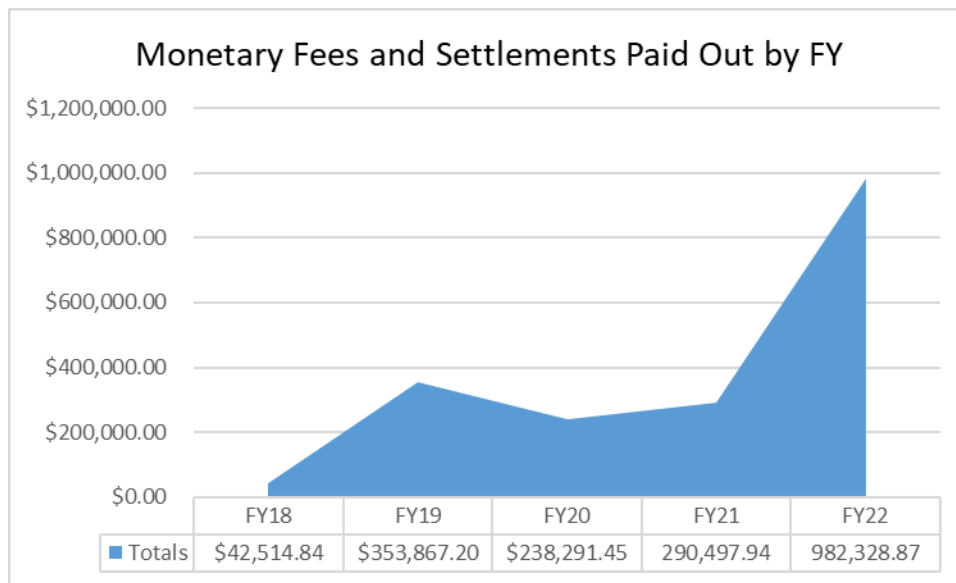


Figure 5: Monetary Settlements FY18 – FY22. FY22 funds paid includes settlements reached for Complaints filed in FY16, FY17, FY18, FY19 and FY21.

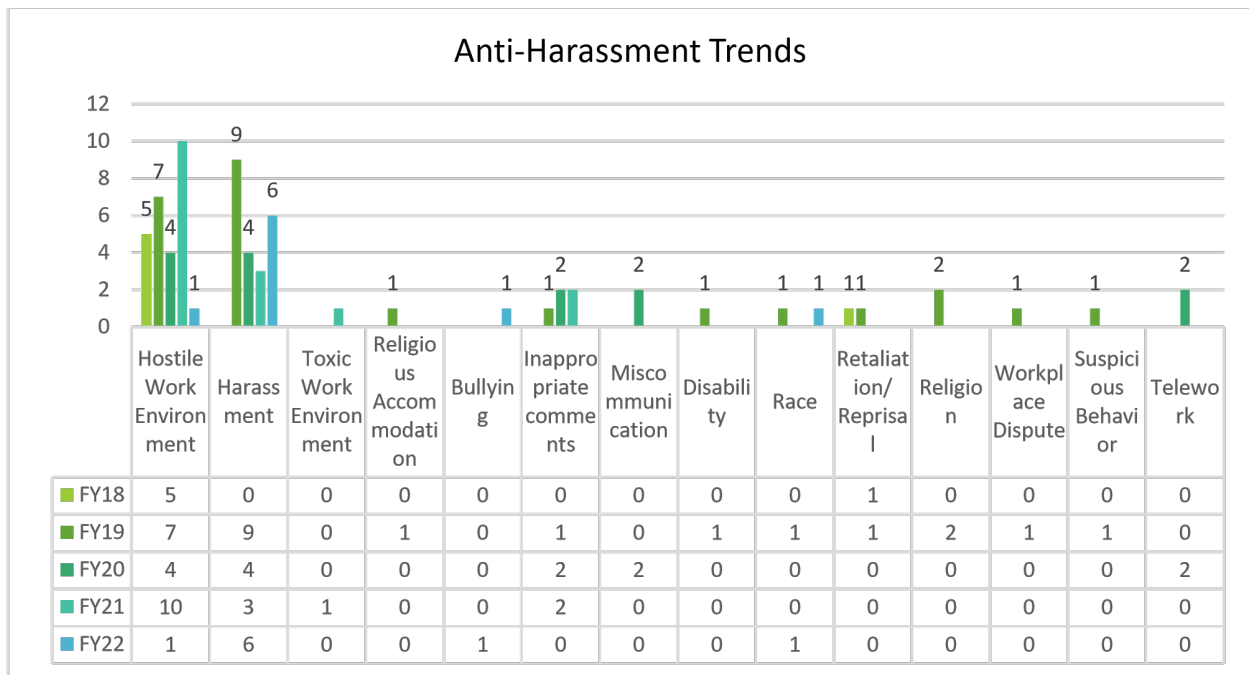
**Compliance with Settlement Agreements:** The EI Office ensured full and prompt compliance with terms of settlement agreements that were reached in FY22. DTRA reached settlements during FY22 with nine complainants: FY16 (2), FY17 (2), FY18 (2), FY19 (1), FY21 (1), and FY22 (1). The terms of the agreements included one promotion to GG-14, lump sum and attorney’s fees payments.

**Anti-Harassment Trends:** In FY22, a total of 22 employees contacted the Anti-Harassment Program Manager (AHPM) regarding concerns of harassment. A total of 11 employees filed harassment concern and 11 employees requested information from the AH Program Manager but did not file a harassment case.

During FY22, DTRA experienced a decrease in the number of complaints of harassment received. Mediation was offered to three (3) employees/alleged harassers. Mediation was accepted by one employee/alleged harasser as a means to resolve their concerns/issues. The AHPM facilitated the coordination of the mediation which resulted in an agreement being reached.

FY	No. of case	Total Contacts/Inquiries	Closed	Mediations	FY	No. of Contacts
22	11	11	11	1	22	11
21	16	16	16	1	21	2
20	14	14	14	0	20	1
19	23	23	23	0	19	8
18	7	7	7	0	18	1

The following chart depicts the various types of harassment alleged by DTRA Employees during FY18 - FY21.



During FY22 the top issues reported were Hostile Work Environment, nonsexual Harassment, and Inappropriate comments. During FY22 Allegations of Hostile Work Environment decreased in FY22 from 10 in FY21 to one (1) in FY22. Inappropriate comments was the third most reported concern from FY18 – FY21; however, no allegations of inappropriate comments were filed with the EI office during FY22.

**AGENCY ACCOMPLISHMENTS ARE AS FOLLOWS:**

DTRA’s Equity, Diversity and Inclusion (EI) Office compared its current EEO program status to the Model EEO Program Self-Assessment measures (Part G). Of the 156 measures, the EI Office identified 14 deficiencies within its EEO program reflecting a compliance rate of 91%. Utilizing the results of the Self-Assessment, the Agency developed plans to address program deficiencies (Part H).

DTRA continues to work diligently to resolve the identified program deficiencies. Numerous steps were taken to address each deficiency during FY22. Accomplishments during FY21 include the resolution of the following program deficiencies:

- The EI Office revised and submitted the Anti-Harassment Policy to the EEOC, which was approved. The EEOC approval resolved the deficiency related to DTRA Anti-Harassment policy and procedures.
- The EI Office updated the training provided to employees and Supervisors to include examples of disability-based harassment.
- The Anti-Harassment Program Manager facilitated the processing of all allegations of harassment submitted during FY22.

During FY22, the EI Office continued working to establish an Equity, Diversity and Inclusion Action Award. The award will provide recognition to DTRA civilian and/or military Employees demonstrating

superior accomplishments in equal opportunity, and Diversity and inclusion in the workplace and community. The award have been completed and is currently undergoing final review.

During FY22 the Agency with the support of Managers and Supervisors hosted the following events:

- Participated in a Disability Hiring Authority Career Fair for Individuals with Disabilities (IwDs).
- The utilization of Toolkits and quick guides provided by the EI Office regarding hiring Individuals with Disabilities and the valuable assets, skills, and experience they bring to the workforce.
- Supported the Employee Resource Groups.
- Obtained permanent visitor passes for contracted sign language interpreters.
- Participated in “Disabled American Veterans (DAV) – Navigating the Veterans Administration (VA) Claims Process and Receiving Assistance with Psychiatric Conditions”.

The EI Office provided an EEO and Diversity Supervisory performance element, to ensure supervisors and managers are held accountable for fostering an inclusive work environment. The performance element was implemented during the April 2022 performance cycle.

Enhanced collaboration between the EI office and the HR Directorate on recruitment and outreach strategies resulted in 56 Strategic Recruitment Discussions (SRDs). These discussion continue DTRA’s efforts to diversify the workforce through providing education to Hiring Officials. As a result of the enhanced collaboration and the SRDs, we were able to close the outreach and recruiting deficiency.

CERTIFICATION OF  
ESTABLISHMENT OF  
CONTINUOUS  
EEO PROGRAMS

PART F

**EEOC  
FORM  
715-01  
PART F**

**U.S. Equal Employment Opportunity Commission  
FEDERAL AGENCY ANNUAL  
EEO PROGRAM STATUS REPORT**

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

I, Willisa M. Donald, am the Director, Equal Opportunity and Diversity Programs Office

Principal EEO Director/Official For

Defense Threat Reduction Agency

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 workforce 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.

June 5, 2023

Director, Equal Opportunity and Diversity Programs Office

Date

Director, Defense Threat Reduction Agency

Date





AGENCY SELF-ASSESSMENT  
CHECKLIST

PART G

**MD-715 - PART G**  
**Agency Self-Assessment Checklist**



**Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP**



This element requires the Agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.





 <b>Compliance Indicator</b>  <b>Measures</b>		<b>Measure Met?</b>	
<b>A.1.a</b>	<b>A.1 – The Agency issues an effective, up to-date EEO policy statement.</b>	<b>YES</b>	04/28/2023
<b>A.1.b</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 § 1614.101(a)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>		<b>Measure Met?</b>	
<b>A.2.a</b>	<b>A.2 – The Agency has communicated EEO policies and procedures to all Employees.</b>		
<b>A.2.a.1</b>	Does the Agency disseminate the following policies and procedures to all Employees: Anti-harassment policy? [see MD 715, II(A)]	<b>YES</b>	
<b>A.2.a.2</b>	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	<b>YES</b>	
<b>A.2.b</b>	Does the Agency prominently post the following information throughout the workplace and on its public website:		

<b>A.2.b.1</b>	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	<b>YES</b>	
<b>A.2.b.2</b>	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	<b>YES</b>	
<b>A.2.b.3</b>	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	<b>YES</b>	<a href="#">RA-HandbookUpdates_15-July2021.pdf (DTRA.mil)</a>
<b>A.2.c</b>	Does the Agency inform its Employees about the following topics:		
<b>A.2.c.1</b>	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If “yes”, please provide how often.	<b>YES</b>	During the informal and formal process as well as during training.
<b>A.2.c.2</b>	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	<b>YES</b>	During the informal and formal process as well as during training.
<b>A.2.c.3</b>	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	<b>YES</b>	Posted on internal DTRA1 portal.
<b>A.2.c.4</b>	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often.	<b>YES</b>	During monthly training.
<b>A.2.c.5</b>	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If “yes”, please provide how often.	<b>YES</b>	Addressed in the Agency-wide Ethnic Training
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>A.3 – The Agency assesses and ensures EEO principles are part of its culture.</b>	<b>Measure Met?</b>	







<b>A.3.a</b>	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)] If “yes”, provide one or two examples in the comments section.	<b>NO</b>	<b>Part H 1</b>
<b>A.3.b</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]	<b>YES</b>	
<b>Essential Element B: INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION</b>			
<b>This element requires that the Agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the Agency’s strategic mission.</b>			
 <b>Compliance Indicator</b>	<b>B.1 - 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.</b>	<b>Measure Met?</b>	
 <b>Measures</b>			
<b>B.1.a</b>	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 §1614.102(b)(4)]	<b>YES</b>	
<b>B.1.a.1</b>	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.	<b>YES</b>	
<b>B.1.a.2</b>	Does the Agency’s organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	<b>YES</b>	
<b>B.1.b</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	<b>YES</b>	

	§1614.102(c)(1); MD-715 Instructions, Sec. I]		
<b>B.1.c</b>	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.	<b>YES</b>	FY 2021 State of the Agency Brief was provided on January 24, 2023.
<b>B.1.d</b>	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.2 – The EEO Director controls all aspects of the EEO program.</b>	<b>Measure Met?</b>	
<b>B.2.a</b>	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 §1614.102(c)]	<b>YES</b>	
<b>B.2.b</b>	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	<b>YES</b>	
<b>B.2.c</b>	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	<b>YES</b>	

<b>B.2.d</b>	Is the EEO Director responsible for overseeing the timely issuance of final Agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	<b>YES</b>	
<b>B.2.e</b>	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	<b>YES</b>	
<b>B.2.f</b>	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the Agency head? [see 29 CFR 1614.102(c)(2)]	<b>YES</b>	
<b>B.2.g</b>	If the Agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.</b>	<b>Measure Met?</b>	
<b>B.3.a</b>	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)]	<b>NO</b>	<b>Part H 2</b>
<b>B.3.b</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.	<b>NO</b>	<b>Part H 3</b>
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.4 - The Agency has sufficient budget and staffing to support the success of its EEO program.</b>	<b>Measure Met?</b>	

<b>B.4.a</b>	Pursuant to 29 CFR §1614.102(a)(1), has the Agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:		
<b>B.4.a.1</b>	to conduct a self-assessment of the Agency for possible program deficiencies? [see MD-715, II(D)]	<b>YES</b>	
<b>B.4.a.2</b>	to enable the Agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	<b>YES</b>	
<b>B.4.a.3</b>	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final Agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	<b>YES</b>	
<b>B.4.a.4</b>	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 MD715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	<b>YES</b>	
<b>B.4.a.5</b>	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	<b>YES</b>	
<b>B.4.a.6</b>	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD- 715, II(B)]	<b>YES</b>	
<b>B.4.a.7</b>	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.	<b>YES</b>	



<b>B.4.a.8</b>	to effectively administer its special emphasis programs (such as, Federal Women’s Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	<b>YES</b>	
<b>B.4.a.9</b>	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), § V.C.1]	<b>YES</b>	
<b>B.4.a.10</b>	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	<b>YES</b>	
<b>B.4.a.11</b>	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	<b>YES</b>	
<b>B.4.b</b>	Does the EEO office have a budget that is separate from other offices within the Agency? [see 29 CFR § 1614.102(a)(1)]	<b>YES</b>	
<b>B.4.c</b>	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	<b>YES</b>	
<b>B.4.d</b>	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?	<b>YES</b>	
<b>B.4.e</b>	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?	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.5 – The Agency recruits, hires, develops, and retains Supervisors and Managers who have effective Managerial, communications, and interpersonal skills.</b>	<b>Measure Met?</b>	

<b>B.5.a</b>	Pursuant to 29 CFR § 1614.102(a)(5), have all Managers and Supervisors received training on their responsibilities under the following areas under the Agency EEO program:		
<b>B.5.a.1</b>	EEO Complaint Process? [see MD-715(II)(B)]	<b>YES</b>	
<b>B.5.a.2</b>	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	<b>YES</b>	
<b>B.5.a.3</b>	Anti-Harassment Policy? [see MD-715(II)(B)]	<b>YES</b>	
<b>B.5.a.4</b>	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)]	<b>YES</b>	
<b>B.5.a.5</b>	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)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.6 – The Agency involves Managers in the implementation of its EEO program.</b>	<b>Measure Met?</b>	
<b>B.6.a</b>	Are senior Managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec.I]	<b>YES</b>	
<b>B.6.b</b>	Do senior Managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	<b>YES</b>	
<b>B.6.c</b>	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]	<b>YES</b>	
<b>B.6.d</b>	Do senior Managers successfully implement EEO Action Plans and incorporate the EEO Action Plan	<b>YES</b>	



	Objectives into Agency strategic plans? [29 CFR § 1614.102(a)(5)]		
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**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.**

 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.1 – The Agency conducts regular internal audits of its component and field offices.</b>	<b>Measure Met?</b>	
<b>C.1.a</b>	Does the Agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If “yes”, please provide the schedule for conducting audits in the comments section.	<b>YES</b>	Larger Remote Sites were visited annually prior to the COVID-19 pandemic. The visits will restart during FY23 pending pandemic status.
<b>C.1.b</b>	Does the Agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR 1614.102(c)(2)] If “yes”, please provide the schedule for conducting audits in the comments section.	<b>YES</b>	
<b>C.1.c</b>	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	<b>YES</b>	



**Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY**

 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.2 – The Agency has established procedures to prevent all forms of EEO discrimination.</b>	<b>Measure Met?</b>	
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<p><b>C.2.a</b></p>	<p>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, § V.C.1 (June 18, 1999)]</p>	<p><b>YES</b></p>	
<p><b>C.2.a.1</b></p>	<p>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), § V.C.1]</p>	<p><b>YES</b></p>	
<p><b>C.2.a.2</b></p>	<p>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)]</p>	<p><b>YES</b></p>	<p>There is a firewall within the Anti-Harassment program and the EI Director. Management officials make all the final decisions and corrective actions.</p>
<p><b>C.2.a.3</b></p>	<p>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, § V.C.1 (June 18, 1999)]</p>	<p><b>YES</b></p>	<p>The Anti-Harassment Program is separate from the Complaint Process.</p>
<p><b>C.2.a.4</b></p>	<p>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.]</p>	<p><b>YES</b></p>	<p>The Complaint Manager refers Employees alleging harassment to the Anti-Harassment program, and notifies the Anti-Harassment program Manager of all counseling related to claims of harassment.</p>







<p><b>C.2.a.5</b></p>	<p>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 <u>Complainant v. Dep't of Veterans Affairs</u>, EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep't of Defense (Defense Commissary Agency)</u>, EEOC Appeal No. 0120130331 (May 29, 2015)] If “no”, please provide the percentage of timely processed inquiries in the comments column.</p>	<p><b>YES</b></p>	
<p><b>C.2.a.6</b></p>	<p>Do the Agency’s training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]</p>	<p><b>YES</b></p>	
<p><b>C.2.b</b></p>	<p>Has the Agency established disability reasonable accommodation procedures that comply with EEOC’s regulations and guidance? [see 29 CFR 1614.203(d)(3)]</p>	<p><b>YES</b></p>	
<p><b>C.2.b.1</b></p>	<p>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 614.203(d)(3)(D)]</p>	<p><b>YES</b></p>	
<p><b>C.2.b.2</b></p>	<p>Has the Agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD- 110, Ch. 1(IV)(A)]</p>	<p><b>YES</b></p>	
<p><b>C.2.b.3</b></p>	<p>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)]</p>	<p><b>YES</b></p>	
<p><b>C.2.b.4</b></p>	<p>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)]</p>	<p><b>YES</b></p>	

<b>C.2.b.5</b>	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.	<b>YES</b>	
<b>C.2.c</b>	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)]	<b>YES</b>	
<b>C.2.c.1</b>	Does the Agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comments column.	<b>YES</b>	<a href="#">RA-HandbookUpdates_15-July2021.pdf (DTRA.mil)</a>
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.3 - The Agency evaluates Managers and Supervisors on their efforts to ensure equal employment opportunity.</b>	<b>Measure Met?</b>	
<b>C.3.a</b>	Pursuant to 29 CFR §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?	<b>YES</b>	
<b>C.3.b</b>	Does the Agency require rating officials to evaluate the performance of Managers and Supervisors based on the following activities:		
<b>C.3.b.1</b>	Resolve EEO Problems, disagreements, conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	<b>YES</b>	

<b>C.3.b.2</b>	Ensure full cooperation of Employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	<b>YES</b>	
<b>C.3.b.3</b>	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	<b>YES</b>	
<b>C.3.b.4</b>	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]	<b>YES</b>	
<b>C.3.b.5</b>	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	<b>YES</b>	
<b>C.3.b.6</b>	Provide disability accommodations when such accommodations do not cause an undue hardship? [ see 29 CFR §1614.102(a)(8)]	<b>YES</b>	
<b>C.3.b.7</b>	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	<b>YES</b>	
<b>C.3.b.8</b>	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	<b>YES</b>	
<b>C.3.b.9</b>	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)]	<b>YES</b>	
<b>C.3.c</b>	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 §1614.102(c)(2)]	<b>YES</b>	



C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the Agency? [see 29 CFR §1614.102(c)(2)]	YES	
 <b>Compliance Indicator</b>   <b>Measures</b>	<b>C.4 – The Agency ensures effective coordination between its EEO programs and Human Resources (HR) program.</b>	<b>Measure Met?</b>	
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 §1614.102(a)(2)]	YES	
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]	YES	
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 §1614.601(a)]	YES	
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	YES	
C.4.e	<b>Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:</b>		



<b>C.4.e.1</b>	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	<b>YES</b>	
<b>C.4.e.2</b>	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	<b>YES</b>	
<b>C.4.e.3</b>	Develop and/or provide training for Managers and Employees? [see MD-715, II(C)]	<b>YES</b>	
<b>C.4.e.4</b>	Identify and remove barriers to equal opportunity in the workplace? [see MD715, II(C)]	<b>YES</b>	
<b>C.4.e.5</b>	Assist in preparing the MD-715 report? [see MD-715, II(C)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.5 – Following a finding of discrimination, the Agency explores whether it should take a disciplinary action.</b>	<b>Measure Met?</b>	
<b>C.5.a</b>	Does the Agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)]	<b>YES</b>	
<b>C.5.b</b>	When appropriate, does the Agency discipline or sanction Managers and Employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	<b>YES</b>	No employees or supervisors were disciplined or sanctioned for discriminatory conduct in FY22.
<b>C.5.c</b>	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)]	<b>YES</b>	
 <b>Compliance Indicator</b> 	<b>C.6 – The EEO office advises Managers/Supervisors on EEO matters.</b>	<b>Measure Met?</b>	





<b>Measures</b>			
<b>C.6.a</b>	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.	<b>YES</b>	During the Agency Director Staff Meeting.
<b>C.6.b</b>	Are EEO officials readily available to answer Managers’ and Supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	<b>YES</b>	

**Essential Element D: PROACTIVE PREVENTION**

**This element requires that the Agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.**

 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.1 – The Agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.</b>	<b>Measure Met?</b>	
<b>D.1.a</b>	Does the Agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	<b>YES</b>	
<b>D.1.b</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]	<b>NO</b>	<b>Part H 6</b>



<b>D.1.c</b>	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)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.2 – The Agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)</b>	<b>Measure Met?</b>	
<b>D.2.a</b>	Does the Agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	<b>YES</b>	
<b>D.2.b</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)]	<b>NO</b>	<b>Part H 5</b>
<b>D.2.c</b>	Does the Agency consider whether any group of Employees or applicants might be negatively impacted prior to making human resource decisions, such as reorganizations and realignments? [see 29 CFR §1614.102(a)(3)]	<b>YES</b>	
<b>D.2.d</b>	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 programs; 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.	<b>NO</b>	<b>Part H 6</b>



 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.3 – The Agency establishes appropriate action plans to remove identified barriers.</b>	<b>Measure Met?</b>	
<b>D.3.a.</b>	Does the Agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	<b>NO</b>	<b>Part H 7</b>
<b>D.3.b</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)]	<b>NO</b>	<b>Part H 7</b>
<b>D.3.c</b>	Does the Agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	<b>NO</b>	<b>Part H 7</b>
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.4 – The Agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.</b>	<b>Measure Met?</b>	
<b>D.4.a</b>	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.	<b>YES</b>	<a href="https://www.DTRA.mil/Mission/EI-Annual-Reports/">https://www.DTRA.mil/Mission/EI-Annual- Reports/</a>
<b>D.4.b</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)]	<b>YES</b>	
<b>D.4.c</b>	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)]	<b>YES</b>	
<b>D.4.d</b>	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)]	<b>YES</b>	







### Essential Element E: EFFICIENCY

This element requires the Agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the Agency’s programs and an efficient and fair dispute resolution process.

 <b>Compliance Indicator</b>  <b>Measures</b>		<b>Measure Met?</b>	
<b>E.1.a</b>	Does the Agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	<b>YES</b>	
<b>E.1.b</b>	Does the Agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	<b>YES</b>	
<b>E.1.c</b>	Does the Agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	<b>YES</b>	
<b>E.1.d</b>	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.	<b>YES</b>	Sixty days or less.
<b>E.1.e</b>	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 §1614.102(b)(6)?	<b>YES</b>	
<b>E.1.f</b>	Does the Agency timely complete investigations, pursuant to 29 CFR §1614.108?	<b>YES</b>	
<b>E.1.g</b>	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 §1614.108(g)?	<b>YES</b>	



<b>E.1.h</b>	When the complainant does not request a hearing, does the Agency timely issue the final Agency decision, pursuant to 29 CFR §1614.110(b)?	<b>YES</b>	
<b>E.1.i</b>	Does the Agency timely issue final actions following receipt of the hearing file and the administrative judge’s decision, pursuant to 29 CFR §1614.110(a)?	<b>YES</b>	
<b>E.1.j</b>	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.	<b>N/A</b>	
<b>E.1.k</b>	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)]	<b>YES</b>	
<b>E.1.l</b>	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 § 1614.403(g)]	<b>YES</b>	
 <b>Compliance Indicator</b>	<b>E.2 – The Agency has a neutral EEO process.</b>	<b>Measure Met?</b>	
 <b>Measures</b>			
<b>E.2.a</b>	Has the Agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	<b>YES</b>	

<b>E.2.b</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.	<b>YES</b>	OGC and EEO agreed to have a different attorney review Final Agency Decisions beginning April 2019.
<b>E.2.c</b>	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)]	<b>YES</b>	
<b>E.2.d</b>	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)]	<b>YES</b>	
<b>E.2.e</b>	If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	<b>YES</b>	
 <b>Compliance Indicator</b>	<b>E.3 - The Agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.</b>	<b>Measure Met?</b>	
 <b>Measures</b>			
<b>E.3.a</b>	Has the Agency established an ADR program for use during both the precomplaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	<b>YES</b>	
<b>E.3.b</b>	Does the Agency require Managers and Supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	<b>NO</b>	<b>Part H 8</b>

<b>E.3.c</b>	Does the Agency encourage all Employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	<b>YES</b>	
<b>E.3.d</b>	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)]	<b>YES</b>	
<b>E.3.e</b>	Does the Agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	<b>YES</b>	
<b>E.3.f</b>	Does the Agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.4 – The Agency has effective and accurate data collection systems in place to evaluate its EEO program.</b>	<b>Measure Met?</b>	
<b>E.4.a</b>	Does the Agency have systems in place to accurately collect, monitor, and analyze the following data:		
<b>E.4.a.1</b>	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	<b>YES</b>	
<b>E.4.a.2</b>	The race, national origin, sex, and disability status of Agency Employees? [see 29 CFR §1614.601(a)]	<b>YES</b>	
<b>E.4.a.3</b>	Recruitment activities? [see MD-715, II(E)]	<b>YES</b>	
<b>E.4.a.4</b>	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD715, II(E)]	<b>NO</b>	<b>Part H 9</b>



<b>E.4.a.5</b>	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	<b>YES</b>	
<b>E.4.a.6</b>	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	<b>YES</b>	
<b>E.4.b</b>	Does the Agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	<b>YES</b>	



**Section Header**



	<b>E.5 – The Agency identifies and disseminates significant trends and best practices in its EEO program.</b>	<b>Measure Met?</b>	
<b>Compliance Indicator</b>			
			
<b>Measures</b>			
<b>E.5.a</b>	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.	<b>YES</b>	<b>Part H 10</b>
<b>E.5.b</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.	<b>NO</b>	<b>Part H 10</b>
<b>E.5.c</b>	Does the Agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	<b>NO</b>	<b>Part H 10</b>

**Section Header**

**Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE**  
**This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.**

	<b>F.1 – The Agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.</b>	<b>Measure Met?</b>	
<b>Compliance Indicator</b>			
			

<b>Measures</b>			
<b>F.1.a</b>	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 §1614.102(e); MD-715, II(F)]	<b>YES</b>	
<b>F.1.b</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)]	<b>YES</b>	
<b>F.1.c</b>	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	<b>YES</b>	
<b>F.1.d</b>	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	<b>YES</b>	
<b>F.1.e</b>	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)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>F.2 – The Agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.</b>	<b>Measure Met?</b>	
<b>F.2.a</b>	Does the Agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	<b>YES</b>	
<b>F.2.a.1</b>	When a complainant requests a hearing, does the Agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	<b>YES</b>	

<b>F.2.a.2</b>	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 §1614.501]	<b>YES</b>	
<b>F.2.a.3</b>	When a complainant files an appeal, does the Agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	<b>YES</b>	
<b>F.2.a.4</b>	Pursuant to 29 CFR §1614.502, does the Agency promptly provide EEOC with the required documentation for completing compliance?	<b>YES</b>	
 <b>Compliance Indicator</b>   <b>Measures</b>	<b>F.3 - The Agency reports to EEOC its program efforts and accomplishments.</b>	<b>Measure Met?</b>	
<b>F.3.a</b>	Does the Agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	<b>YES</b>	
<b>F.3.b</b>	Does the Agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	<b>YES</b>	

DEFICIENCIES AND  
PLANNED ACTIVITIES

PART H



**MD-715 Part H - 1**  
**Agency EEO Plan to Attain the Essential Elements of a Model EEO Program**

**Defense Threat Reduction Agency**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
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)]

**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)
01/04/2021	EI will develop a recognition award for employees, supervisors and managers demonstrating superior accomplishment in equal employment opportunity and Diversity.	2/31/2022	02/28/2023 06/30/2022	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equity, Diversity and Inclusion Office (EI)	Willisa Donald	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)
12/01/2020	EI will research other Federal EEO Awards for best practices.	YES		01/30/2021
01/31/2021	EI will develop the criteria for the equal employment opportunity and Diversity award.	YES	07/30/2021	07/30/2021

03/15/2021	EI will coordinate the award criteria with HR and GC (via EIS Tasker) for review and approval.	YES	03/2021 12/2021 08/2021	10/31/2021
04/01/2021	The EI Office will meet with the Human Resources Directorate to finalize the award to ensure standard conformity with other Agency Awards.	YES	12/31/2022	
05/01/2021	The award will be solicited to the Agency annually to obtain awardees and the Agency Human Capital Board will select the annual civilian and/or military recipient.	YES	2/28/2023 12/31/2022 03/2022	

### Report of Accomplishments

Fiscal Year	Accomplishments
2022	The Human Resources Directorate and Office of General Counsel completed their review of the Equity Diversity and Inclusion Action Award. The EI office adjudicated all comments and forwarded the Equity Diversity and Inclusion Action Award for review by Directorates and Staff Offices.
2021	The award criteria has been drafted and is currently under review by Human Resources and General Counsel for the Equity Diversity and Inclusion Action Award. Once all procedures are completed for establishing the award EI will establish a selection board to evaluate all submissions and determine the award recipient.
2020	EI began to explore best practices and developing the award criteria for an annual Martin Luther King Distinguished Award for Employees, Supervisors and Managers. The criteria is being drafted, once finalized, the criteria will be submitted and coordinated with HR and GC.

**MD-715 Part H - 2**  
**Agency EEO Plan to Attain the Essential Elements of a Model EEO Program**

**Defense Threat Reduction Agency**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
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)]

**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)
10/01/2017	HR will collaborate with EI regarding Strategic Workforce Planning groups; Recruitment/Outreach Planning and Training/Career Development Planning and other workforce changes.	12/31/2020	12/31/2023 12/31/2022 12/2020	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equity, Diversity and Inclusion Office (EI)	Willisa Donald	NO
Director, Human Resource Directorate	Christine Enriquez, Colonel, United States Army	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)

05/15/2019	HR will provide EI with the annual outreach schedule to solicit participation schools and organizations (HBCUs, TCUs, and MSIs).	YES		09/30/2020
7/31/2019	EI and HR Directors will meet monthly to discuss programs and processes that intertwine in both offices and track collaborative action items to completion	YES		09/30/2020
09/20/2020	HR will ensure EI is invited to participate as an Advisor on the Leadership Development Programs (LDP).	YES		06/30/2021
09/30/2020	HR will collaborate with EI regarding Recruitment and Outreach Planning events and activities for regular participation.	YES		09/30/2021
04/05/2021	EI will participate on the Human Resources Policy Board (HRPB) as an advisor.	YES	09/30/2023 09/30/2022	
04/15/2021	HR will invite EI as an advisor during Strategic Workforce Planning (SWP) discussions to ensure regular attendance and participation.	NO	09/30/2023 12/31/2022 08/2021	
06/12/2021	EI will participate in HR's Workforce Development Council (WDC) as an advisor to ensure regular attendance and participation.	YES	09/30/2023 09/30/2022 12/2021	

09/15/2021	HR will collaborate with EI regarding Training and Career Development Planning and execution on a reoccurring basis.	YES	09/30/2023 12/31/2022	
09/15/2021	HR will invite EI as an advisor during Vacancy Planning for the Agency and/or Directorates for regular attendance and participation.	YES	09/30/2023 12/31/2022 08/2021	

### Report of Accomplishments

Fiscal Year	Accomplishments
2022	<p>The EI Office and HR Directorate continued their monthly collaboration on personnel programs, policies, and procedures in accordance with EEOC laws, instructions, and management directives. In FY22, EI and HR collaborated on several initiatives such as collaborating on 56 Strategic Recruitment Discussions with hiring officials to articulate the importance of Diversity hiring practices. In addition, the EI Office supported the HR Directorate on drafting the Human Capital Plan with DEIA initiatives. The EI and HR Directorate also collaborated on completing the DVAAP, FEORP and the MD-715 reports.</p>
2021	<p>The EI Office, in collaboration with HR participated in 95 Strategic Recruitment Discussions (SRDs). SRDs continue DTRA's efforts to diversify the workforce through providing education to Hiring Officials. Topics covered included: document review to ensure DTRA cast a recruitment net, including Veterans, Persons with Disabilities, graduates of Historically Black Colleges and Universities (HBCUs) and Hispanic Serving Institutions (HSIs). Schedule A and Workforce Recruitment Program (WRP) opportunities are discussed, best practice interview panel and question development. The EI Office also provides interview question reviews to look for any discriminatory wording.</p>
2020	<p>During FY2020, the Human Resources (HR) and Equity Diversity and Inclusion (EI) Directors scheduled monthly recurring meetings to discuss collaborative efforts. The offices were able to coordinate and accomplish the following:</p> <ul style="list-style-type: none"> <li>• FEORP and DVAAP Reports</li> <li>• EEOC Technical Assistance Response for the Reasonable Accommodation Procedures</li> <li>• EEOC Technical Assistance Response for DTRA's Model EEO Program and Model Disability Program</li> </ul>

	<ul style="list-style-type: none"> <li>Transitioned Diversity &amp; Inclusion training funds to HR</li> </ul> <p>HR and EI staff held bi-weekly meetings to discuss upcoming events and job fairs. HR hosted a university engagement webinar titled, "Student Workforce Opportunities." During the hour and a half session, DTRA RD-CB, HR Talent Acquisition Program and Science, Mathematics, and Research for Transformation (SMART) Program subject matter experts discussed internships, scholarships, fellowships, postdoctoral and employment opportunities available by the DoD and Federal government. Students and staff members from 53 Institutions were in attendance, to include 25 Research Doctorial Universities and 14 MSIs (HBCUs, HISs, Asian American and Native American Pacific Islander Serving Institutions (AANAPISIs), and Alaska Native-Serving and Native Hawaiian (AANH).</p>
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**MD-715 Part H - 3**  
**Agency EEO Plan to Attain the Essential Elements of a Model EEO Program**

**Defense Threat Reduction Agency**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
B.3.b	Does the Agency’s current strategic plan reference EEO/Diversity and Inclusion principles? [see MD-715, II(B)]

**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)
01/01/2021	Ensure EEO and Diversity and Inclusion principles are integrated into the Agency’s Strategic mission/plan.	12/31/2021	12/31/2023 12/31/2022	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Affirmative Employment Manager	Mary Lynn Dickson	YES
Director, Equity, Diversity and Inclusion Office	Willisa Donald	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)
04/01/2021	EI will craft language to include into the Agency Strategic Initiative/Plan	YES		05/31/2021
05/01/2021	EI will review the Agency Strategic Initiative/Plan to determine where to include the EEO/D&I language.	YES		06/30/2021
06/01/2021	EI will meet with the Strategic Team to ensure that the EEO/D&I principles are included in the Agency’s Strategic Initiative/Plan.	YES	12/31/2023 12/31/2022 09/2021	

**Report of Accomplishments**

Fiscal Year	Accomplishments
2022	The Directors Strategic Intent do not have EEO, Diversity and Inclusion principles. However, within the Strategic Intent, Goal 4 is “Build the Workforce of the Future” which emphasizes recruiting, retaining, and empowering a diverse, equitable, inclusive and highly skilled workforce to ensure the Agency sustains a human capital advantage. In addition, the Agency created a Human Capital Plan and Roadmap which includes DEIA priorities.
2021	The EI office provided verbiage in FY20 for inclusion in the DTRA Strategy that addressed EEO Principles and Elements of Diversity. The DTRA Strategy 2022-2027, did not include EEO Principles, but does contain Elements of Diversity. The following was included in the DTRA Strategy: What was put in the Agency Strategic Plan: <i>The Agency will reflect the changes in the broader American landscape. It will be a workforce that is more diverse, inclusive, and representative of the changing demographics in our country. Further, we will have collaborative suites of information technology tools that enable conceptualization, understanding, and collaboration within the workforce. By combining a workforce with a diverse set of expertise, skills, and backgrounds with innovative technical solutions, DTRA will enable DoD to respond to crises and develop solutions to detect, deter, and defeat current and emerging WMD threats. To this end, the Agency will: Increase the relative percentage of entry level and early career professionals; Shift the makeup of the workforce to better align with the nation’s demographics; and Realize a workspace that facilitates greater and</i>

	<i>more meaningful collaboration, to include in-person, virtual, and mixed.</i>
2020	<p>In FY20, in accordance with EEOC guidance, EI drafted the following language, which will be updated in the next Agency Strategic Initiative:</p> <p><i>DTRA is committed to supporting and promoting the intent of equity, Diversity, and inclusion, which mirrors our culture, values, and goals. DTRA’s strength lies in our Diversity and serves as the driving force behind our organization’s excellence and mission success.</i></p> <p><i>Discrimination, workplace harassment and retaliatory actions are contrary to our team being successful. Therefore, all Managers and Supervisors have an obligation to handle issues swiftly and foster a work environment that achieves an opportunity for each Employee to experience a fair and level playing field in the workplace.</i></p>

**MD-715 Part II - 4**  
**Agency EEO Plan to Attain the Essential Elements of a Model EEO Program**

**Defense Threat Reduction Agency**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC’s enforcement guidance? [see MD715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)] <b>CLOSED</b>
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)] <b>CLOSED</b>
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), § V.C.2] <b>CLOSED</b>

**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)



09/01/2018	Create an effective Anti-Harassment Program in compliance with EEOC guidance and communicate the Anti-Harassment Policy to prevent and eliminate all types of harassment.	12/31/2021	06/30/2022	06/03/2022
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### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Anti-Harassment Program Manager	Yorshia Houseal	YES
Director, Equity, Diversity and Inclusion Office	Willisa Donald	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)
02/28/2019	Develop a Supervisor's Toolkit and Employee Question and Answer Fact Sheet to assist Managers with processing AH cases (C.2.a.6).	YES	08/2021	12/21/2020
02/28/2019	Develop Employee Question and Answer Fact Sheet to assist Managers with processing AH cases (C.2.a.6)	YES		12/31/2020
04/30/2020	Create AH training material, which includes examples of disability based harassment (C.2.a.6).	YES	11/2021	11/30/2021
04/30/2021	EI will revise the Anti-Harassment Policy to ensure compliance with EEOC's guidance (C.2.a).	YES		07/30/2021

06/15/2021	Provide Anti-Harassment training to Managers, Supervisors and Employees (C.2.a.6).	YES	08/30/2021	08/30/2021
05/03/2021	EI will revise the language in the Instruction for Supervisors to ensure all inquiries of harassment allegations are addressed within 10 days of notification and track by the Anti-Harassment (AH) Program Manager (C.2.a; E.4.a.6).	YES	6/30/2022 11/2021 10/2021	05/26/2022
05/03/2021	EI will revise the DTRA Anti-Harassment Instruction to include the 60 day timeframes for all investigations (C.2.a; E.4.a.6).	YES	6/30/2022 11/2021 10/2021	05/26/2022
06/15/2021	EI will revise the process to ensure it clearly explain the process (C.2.a.6).	YES	6/30/2022 12/2021	05/26/2022

### Report of Accomplishments

Fiscal Year	Accomplishments
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<p>2022</p>	<p>DTRA received approval of the Anti-Harassment Policy/Procedures and Supervisor's Prevention of Harassment Toolkit from EEOC upon revision to include the following:</p> <ul style="list-style-type: none"> <li>• Clear explanation of prohibited conduct and a procedure that encouraged the reporting of harassing conduct before it becomes pervasive.</li> <li>• Outlined an easily understood complaint process with accessible avenues for receipt of and responding to allegations of harassment.</li> <li>• That the EEO complaint process for allegations of unlawful discriminatory harassment is separate and distinct from the AHP process for responding to allegations of harassment.</li> <li>• Assurance that Employees making claims of harassment or whom provide information related to such claims would be protected against retaliation.</li> <li>• Supervisors will take immediate and appropriate corrective action when a determination is made that harassment occurred.</li> <li>• The Agency will protect the confidentiality of harassment complaints to the extent possible.</li> </ul> <p>The AH training for Supervisors and Employees was revised to confirm all of the above is included.</p>
	<p>Research was conducted to identify online soft skill and sensitivity training for DTRA supervisor and managers to further enhance a culture of dignity and respect.</p> <p>The AHPM coordinated with the Asian American/Pacific Islander ERG to complete the Agency Plan for White House Initiative on Asian Americans, Native Hawaiians, and Pacific Islanders in accordance with the policy goals outlined in the Executive Order.</p> <p>Prevention of Harassment training was provided for 407 employees and 157 Supervisors.</p> <p>The AH Program Manager created a red-light-green-light heat Map of the Harassment program to view the overall project status with a glance of the harassment program for continuing compliance.</p>

2021	<p>The EEOC provided training for DTRA Employees and Supervisors during August and September of 2021. DTRA implemented mandatory Prevention of Harassment training for Employees and Supervisors in October 2021 (FY22). Additionally, EI coordinated with Human Resources to ensure the Prevention of Harassment training has been added to the Agency’s mandatory training requirements. The training is offered monthly for Employees and Supervisors.</p> <p>The Agency’s Anti-Harassment Civilian and Military Instruction 1020.03/04 has been revised and pending review.</p> <p>The EI Office created slides focused on disability for the Prevention of Harassment training. The slides includes examples of disability based harassment.</p> <p>DTRA established a Policy Statement on Harassment in the Workplace dated July 2021, in accordance with EEOC’s enforcement guidance. In addition, the Agency established an easy to understand Anti-Harassment toolkit for Supervisors.</p>
2020	<p>The Anti-Harassment Instruction 1020.03 was updated to include elements a – e in accordance with EEOC Guidance. The instruction is pending revision and coordination.</p> <p>A Supervisory Toolkit and an Employee Question and Answer Fact Sheet were developed to inform the workforce of the Anti-Harassment process.</p> <p>EI included disability-based harassment in the Anti-Harassment and the Disability Training modules. The update includes slides and a video on disability-based harassment. In addition, these slides were also included in the mandatory EEO for Supervisors and Employees training.</p>
2019	<p>EEO established its Anti-Harassment Program (AHP) in October 2018. Currently, the Anti-Harassment Directive 1020.03 is being revised. Since October 2018, the AH Program Manager conducted approximately 20 Anti-Harassment intakes and met with Management Officials.</p> <p>The Anti-Harassment Program Manager (AHPM) proactively complied with the EEOC guidance by promptly working with Supervisor’s to address and resolve workplace issues within the 10-day timeframe. The distinction between EEO and the AH Program was taught during the Civil Treatment for Supervisors to include elements of ADR and Retaliation.</p>

**MD-715 Part H - 5**  
**Agency EEO Plan to Attain the Essential Elements of a Model EEO Program**

**Defense Threat Reduction Agency**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
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)]

**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)
01/04/2021	Examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex and disability.	12/31/2021	06/30/2023	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equity, Diversity and Inclusion Office	Willisa Donald	NO
Affirmative Employment Program Manager	Mary Lynn Dickson	NO
Director, Human Resource Directorate	Christine Enriquez, Colonel, United States Army	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	EI will identify a system and a process to obtain a viable plan to regularly examine management/personnel policies related to merit promotion, Employee recognition, Employee	YES	03/30/2023 12/31/2022 09/2021	

	development/training programs.			
08/31/2021	EI will formulate a timeline and schedule with milestones to the review of all management/personnel policies.	YES	03/30/2023 12/31/2022	
12/31/2021	EI will examine the impact of the management/personnel policies, procedures and practices on race, national origin, sex and disability.	YES	06/30/2023	

### Report of Accomplishments

Fiscal Year	Accomplishments
2022	In FY22, the EI Office reviewed DoD issuances and DTRA issuances about management and personnel policies, procedures and practices (Employee development/ training program, Director’s Planning Guidance, Human Capital Roadmap, Directorate Hiring Practices, and Talent Development Program) through the DTRA Enterprise Access Management Service-Army (ETMS2).
2021	<p>EI identified the following management and personnel policies and will develop a timeline to review these policies for systemic barriers:</p> <p><b>Instructions/Directives:</b></p> <ul style="list-style-type: none"> <li>• DTRA Instruction 1100.2 – Telework Program, Change 1</li> <li>• DTRA Instruction 1200.1 – Military Reserve Program</li> <li>• DTRA Instruction 1300.01 – Military Assignments</li> <li>• DTRA Instruction 1348.4 – Military Decorations Program <ul style="list-style-type: none"> <li>• DTRA Instruction 1400.25-V400 – Merit Promotion Plan, Change 1</li> </ul> </li> <li>• DTRA Instruction 1400.25-V2009 – Defense</li> <li>• Civilian Intelligence Personnel System: Disciplinary and Adverse Actions Procedures</li> <li>• DTRA Instruction 1402.1 – Five-Year Limitation on Foreign Employment, Change 1</li> <li>• DTRA Instruction 7230.01, Professional Liability Insurance, Change 1</li> </ul>

**MD-715 Part H - 6**

**Agency EEO Plan to Attain the Essential Elements of a Model EEO Program**

**Defense Threat Reduction Agency**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
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]
D.2.a	Does the Agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)] <b>CLOSED</b>
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]

**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)
10/30/2019	Establish a regular review of 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.	12/31/2022	03/31/2023	

## Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equity, Diversity and Inclusion Office	Willisa Donald	NO
Affirmative Employment Program Manager	Mary Lynn Dickson	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)
10/30/2019	EI will review management policies, practices and procedures for any hidden impediments to equal opportunity (D.1.b; D.2.d).	YES		12/31/2020
02/28/2020	Conduct complaint and grievance trend analysis by gender and RNO (D.1.b; D.2.d).	YES		12/31/2020
04/30/2020	Finalize the ERG Guidance to include an effective process for managing results (D.2.a).	YES		12/31/2020
04/30/2020	Review the Agency-wide training evaluations to access needs and overarching EEO concerns (D.1.b; D.2.d).	YES		12/31/2020
05/30/2020	Identify Special Emphasis Program trends utilizing various data (i.e. Observances, WRP, Schedule A and Outreach/Recruitment) (D.1.b; D.2.d).	YES		12/31/2020



03/15/2021	Create a statistical tool/workbook to identify all the potential triggers and collaborate with HR and the Agency ORSA's (D.1.b; D.2.d).	YES	3/31/2023 01/2022	
06/30/2021	Collect information from the Federal Employee Viewpoint Survey to identify and address opportunities for improvement (New DEIA) (D.2.d).	YES	06/30/2023 12/31/2022 12/31/2021	
07/30/2021	Schedule quarterly meetings with HR to discuss the tool/workbook and any potential triggers on a regular basis (D.1.b; D.2.d).	YES	06/30/2023 12/31/2022 12/2021	

### Report of Accomplishments

Fiscal Year	Accomplishments
2022	The EI Office conducted a multi-year trend analysis of Harassment cases and contacts. Employee Climate Assessment surveys were conducted for two Directorates. The FEVS data and the Climate Assessment data was reviewed in order to identify potential trends and barriers. The EI Office initiated Barrier Analysis training for Employee Resource Groups (ERG), providing information regarding the EEOC Barrier Analysis process, EEOC Trigger A & B tables.
2021	The EI Office reached out to the National Oceanic and Atmospheric Administration (NOAA) to receive training on their EEO Diagnostic Tool. This monitoring tool will provide source information for trigger identification and barrier analysis. The EI Office is also working with the Employee Resource Groups (ERGs) for them to identify and analyze barrier analysis data and provide feedback.

<p>2020</p>	<p>In September 2020, DTRA established a Diversity and Inclusion Council, which includes five Employee Resource Groups: African American; Asian Pacific Islander; Hispanic; Individuals with Disabilities; Women and LGBTQIA.</p> <p>In January 2021, EI created a Barrier Analysis Toolkit and conducted a briefing session with the ERGs to assist with their efforts in conducting barrier analysis.</p> <p>Conclusions concerning the existence of workplace barriers cannot be drawn from solely numerical analysis. The EI Office began exploring and analyzing other sources of data, the EI Office created a 3 Year Trends Report. The report conveys a comparison of EEO Complaint (Informal and Formal), Anti-Harassment, Special Emphasis Program Observance, Training, and the Federal Employee Viewpoint Survey. The EI Office developed a trigger table to analyze workforce data and identify the need for barrier analysis.</p>
<p>2019</p>	<p>In FY19, EEO Office developed several processes to analyze and identify barriers.</p> <ul style="list-style-type: none"> <li>○ <b>Program Trend Analysis</b> – A three-year trends report was developed to communicate our program areas successes and measures. The report conveyed trends for EEO programs such as: complaints (informal and formal), FEVS, Anti-Harassment, EEO budget, contract expenditures and execution, EEO Mandatory Training, WRP and Special Observances data. (Appendix E)</li> <li>○ <b>Women’s Pay Equity Study</b> – The study was conducted to determine triggers in regards to Women in the DTRA workforce. We examined pay grades from GS-3 to SES and the study revealed that 96% of DTRA personnel are between the GS-11 to GS-15 grade levels. On average, women compare with men in pay. However, there are more men in grades 11-15 which decreased the pay of women by 7.3% (\$9K) less than men overall.</li> <li>○ <b>FY19 FEVS Report</b> – The FEVS results highlights that the Agency Employees loved the mission, 96% expressed that they are willing to put in the extra effort to get the job done. Employees (95%) indicated that they are always looking for better ways to do their jobs and 88% of DTRA Employees felt that the organization is prepared for potential security threats. The most notable change was the positive trend concerning “poor performers”. Employees (41%) indicated steps are taken to deal with poor performers, an increase of +5% from 2018; Employees (56%) felt that they are recognized for doing a good job, an increase of +5% from 2018. Employees (45%) also felt that differences</li> </ul>

	in performance are recognized in a meaningful way, also a +5% increase from 2018.
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**MD-715 Part H - 7**  
**Agency EEO Plan to Attain the Essential Elements of a Model EEO Program**

**Defense Threat Reduction Agency**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
D.3.a	Does the Agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]
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)]
D.3.c	Does the Agency periodically review the effectiveness of the plans? [see MD-715, II(D)]

**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)
03/03/2021	Tailor action plans to address identified barriers, in policies, procedures, practices, Part I and Part J and determine if the plans are effective.	12/31/2023		

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equity, Diversity and Inclusion Office	Willisa Donald	YES
Affirmative Employment Program Manager	Mary Lynn Dickson	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)
06/01/2021	After examination of the policies, practices and procedures an action plan will be developed to address and eradicate barriers (D.3.a; D.3.b).	YES	06/30/2023 12/31/2022 09/30/2021	
06/01/2021	EI will utilize the EEOC guidance on barrier identification to address and eradicate barriers (D.3.b).	YES	12/31/2023	
08/01/2021	Incorporate assistance from the ERGs to see if their action plans align or connect with the identified barriers (D.3.c).	YES	02/28/2023	
09/30/2021	Create timelines within the action plan to correct the deficiencies with HR (D.3.a).	YES	06/30/2023 04/30/2022	
10/01/2021	Format the action plans to address the identified barriers in Part I including meeting the target dates for the planned activities (D.3.a; D.3.b).	YES	06/30/2023 08/31/2022	
10/30/2021	EI will create a trigger table to identify red flags within the workforce data (D.3.b).	YES		07/30/2021
03/01/2022	Establish a procedure to annually review the effectiveness of the Parts I and J plans (D.3.c).	YES	06/30/2023 10/31/2022	

### Report of Accomplishments

Fiscal Year	Accomplishments
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2022	The EI Office initiated Barrier Analysis training for Employee Resource Groups (ERG), as well as review of the EEOC Trigger A and B tables to identify potential barriers and triggers for further investigation. The Women’s ERG initiated a Barrier Analysis to identify potential barriers and triggers, and will be conducting a deeper study and alignment of their action plans to the identified issues in FY23.
2021	EI collaborated with the Agency ERGs to address barriers, and develop action plans to address identified deficiencies. Additionally, a trigger table was developed and utilized to assist in data analysis.
2020	In FY20, EI developed action plans for Part I and Part J, timelines were created to correct identified deficiencies. A trigger table was developed to identify red flags within the workforce.

### MD-715 Part H - 8

#### Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

#### Defense Threat Reduction Agency

#### Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
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)]

#### 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)
01/05/2021	The Agency’s ADR Instruction has been drafted to include requirement for Managers and Supervisors to participate in ADR for EEO complaints when offered. Is approved, the requirement will be effective upon publication. If not approved, the Agency will keep the stance that ADR is voluntary for all workplace disputes.	01/31/2023	06/30/2023	

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equity, Diversity and Inclusion Office	Willisa Donald	YES
Alternative Dispute Resolution Program Manager	Richard Conyers	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)
01/31/2022	Work out edits to ADR Instruction with Tech Writers.	YES		2/23/2022
10/31/2022	Route ADR Instruction through Directorates for feedback and implement feedback accordingly.	YES		4/04/2022
12/31/2022	Route ADR Instruction through CoS and DIR for feedback and implement feedback accordingly.	YES		12/07/2022
01/31/2023	Publish ADR Handbook	YES	10/31/2023	
06/30/2023	Create draft ADR Handbook	YES		
09/30/2023	Route ADR Handbook through CoS and DIR for feedback and implement feedback accordingly.	YES		

### Report of Accomplishments

Fiscal Year	Accomplishments
2022	<p>During FY22, the Disputes and Resolutions team presented to the DTRA workforce a training titled the Alternative Dispute Resolution (ADR) Experience which included an overview of ADR with a demonstration of a mediation session and follow up discussion.</p> <p>The Disputes and Resolutions team adjudicated comments regarding the draft ADR Instruction from General Counsel, the Inspector General, and Directorate Chief of Staff.</p>
2021	<p>During FY21, the Complaints and Resolutions team continued to coordinate the draft ADR Instruction with Tech Writers for review ensuring accurate and clear guidance is conveyed and properly formatted.</p>

**MD-715 Part H - 9**  
**Agency EEO Plan to Attain the Essential Elements of a Model EEO Program**

**Defense Threat Reduction Agency**

**Statement of Model Program Essential Element Deficiency**

Type of Program Deficiency	Brief Description of Program Deficiency
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)]

**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)
01/04/2021	Maintain accurate data collection for workforce demographics and applicant flow.	12/30/2021	12/31/2023	

**Responsible Official(s)**

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equity, Diversity and Inclusion Office	Willisa Donald	YES
Affirmative Employment Program Manager	Mary Lynn Dickson	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)
12/31/2020	EI will Obtain applicant flow data from USA Staffing for Table A/B 7.	YES		01/31/2021

02/28/2021	EI will conduct analysis to determine what occupational series and grades candidates are applying.	YES		04/30/2021
03/31/2021	EI will develop trigger tables (A&B) to collect applicant flow data by series, RNO, Grade, Gender and Disabilities.	YES		07/30/2021
06/30/2021	EI will analyze the AFD for any disparities within the RNO, Grade, Gender and Disabilities.	YES	06/30/2023 5/31/2022 12/2021	

### Report of Accomplishments

Fiscal Year	Accomplishments
2022	The Affirmative Employment Manager received access to USAStaffing and ADVANA data during FY22 and initiated a review of the available data. The Agency Mission Critical Occupations (MCO) were updated and data obtained for each MCO regarding FY22 New Hires and Internal Promotions for further study. A comparison of the USAStaffing data and the ADVANA data identified various discrepancies which are currently being addressed by ADVANA.
2021	In FY21, EI Office obtained applicant flow data via USAStaffing. The A & B tables include applicant flow data for new hires and internal promotions. The A Tables include applicant flow data for the following categories: (1) Total number of applicants; (2) Total number of qualified applicants; (3) Total number referred; and (4) Total number of selections. The data is categorized by Race, Ethnicity and Sex. The B Tables include applicant flow data for the following categories: (1) Total number of applicants; (2) Total number of qualified applicants; (3) Total number referred; and (4) Total number of selections. The data is categorized by Disability.  An analysis was conducted for Mission Critical Occupations, and will be expanded in FY22 to include an analysis of all available Applicant Flow Data.
2020	In FY20, EI Office collected the applicant flow data for permanent mission critical occupations (MCO). The tables reflect the FY20 new hires and internal promotion candidate's applications that were submitted for employment vacancies announced through USAJOBS. The data revealed applicants who self-identified and were (1) qualified; (2) referred; and (3) selection for vacancies posted on USAJOBS.  The following analysis was conducted for Internal Competitive Promotion and New Hires by Mission Critical Occupations (MCOs).



**Internal Competitive Promotion:** The Agency received 607 applications through USAJOBS and made 4 selections for Security (0080) Administration positions. Of the 4 selected 3 (75.00%) were Males (1 Hispanic and 2 White) and 1 (25.00%) Asian Female.

Misc. Administration (0301) MCO, the Agency received 1840 applications and made 29 selections of which 15 (51.72%) were Males (1 Hispanic, 10 White, 1 black, and 3 Asian) 9 (31.03%) were Females (7 Whites, 1 Black and 1 Two or more races) 4 Omitted.

Information Technology Management (2210%) MCO, the Agency received 500 applications and made 6 selections of which 5 (83.33%) were Males (3 White, 1 Black and 1 Asian) and 1 (16.67%) Female (Two or more races).

**New Hires:** The Agency received 764 applications through USAJOBS and made 3 selections for Security (0080) Administration positions. Of the 3 selected, there were 1 (33.33%) Black Male, 1 (33.33%) White Female and 1 (33.33%) Omitted.

Misc. Administration (0301) MCO, the Agency received 1593 applications and made 8 selections of which 3 (37.50%) were White Males, 3 (37.50%) were Females (2 White and 1 Black) and 2 (25.00%) were Omitted.

The Budget Analysis (560) MCO, the Agency received 565 applications and made 9 selections of which 2 (22.22%) were Males (1 White and 1 Asian), 5 (55.56%) Females (3 White and 2 Black) and 2 (22.22%) were Omitted.

General Physical Science (1301) MCO, the Agency received 1127 applications and made 16 selections of which 5 (31.25%) were White Males, 5 (31.25%) were Females (3 White, 1 Black and 1 Asian) and 6 (37.50%) were Omitted.

Information Technology Management (2210) MCO, the Agency received 567 applications and made 3 selections of which 3 (100.00%) were Omitted.

## MD-715 Part H - 10

### Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

**Defense Threat Reduction Agency**

## Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
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. <b>CLOSED</b>
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)]
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)]

## 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)
01/30/2020	Monitor the EEO program trends to ensure Agency obligations; review other agencies best practices to improve effectiveness and compare Agency’s performance to similar federal agencies.	12/15/2021	12/31/2022	11/07/2022

## Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equity, Diversity and Inclusion Office	Willisa Donald	YES
Affirmative Employment Program Manager	Mary Lynn Dickson	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)

06/30/2021	Conduct online research to identify Federal agencies, best practices to incorporate and implement new strategies and ideas (E.5.b, E.5.c).	YES	12/31/2022 09/30/2021	
07/30/2021	Visit and partner with various Federal agencies on specific program areas to enhance EEO program effectiveness (E.5.c).	YES	12/31/2021	
05/20/2021	Conduct specific trend analysis of EEO programs annually to identify triggers and improve any deficiencies to ensure alignment with EEOC (Employee Engagement/New IQ, Complaints, ADR, Anti-Harassment, Disability Employment Programs (Schedule A and WRP) (E.5.a).	YES	12/31/2022	
09/15/2021	Conduct comparative analysis within DoD with other 4 <sup>th</sup> Estate agencies (review DoD Annual Reports) and/or conduct face to face meetings (E.5.c).	YES	12/31/2022	

### Report of Accomplishments

Fiscal Year	Accomplishments
2022	AHPM conducted a 5 year trend analysis in FY21, followed by individual Directorate trend analysis in FY22. The AHPM tracks each employee contact, and each allegation of harassment by type of harassment, RNO of employee and alleged harasser, Directorate and resolution.
2021	<p>The EI Office Collaborated with the following Federal Agencies:</p> <p>DoD/Armed Forces Harassment Ms. Shirley Raguindin, from the Associate Director, Defense Advisory Committee on Diversity and Inclusion Diversity Management Operations Center. She provided HQ level information regarding the operations. Additionally, she shared a brief she conducted at DEOMI during the Leadership Training Awareness Seminar on the MEO program initiatives. Information regarding initiatives in the MEO sphere is vital to ensure DTRA's programs and initiatives are aligned accordingly.</p> <p>NASA/DOL/DHA - Discussed with Mr. James Gilliam, Defense Health Agency, best practices in their Agency's Disability Programs, i.e. the Selective Placement Program procedures and the importance of</p>

	<p>providing candidates with information to assist applicants in seeking employment with the federal government. Additionally, we also discussed the various reports that the Disability Program Manager prepares for their programs. Mr. Gilliam provided an introduction to Rosemary Salak, Department of the Army Disability Program Manager.</p> <p>EI Office collaborated with Ms. Vhay, Department of Labor, to provide a virtual training regarding the Workforce Recruitment program and hiring affiliated hiring authorities. The goal of the training was to provide hiring Managers and Supervisors information regarding the benefits of the WRP program and hiring individuals with disabilities. She provided information regarding utilization of the Schedule A hiring authority for a position vs hiring a non-Schedule A person.</p> <p>Coordinated with DTRA Individuals with Disabilities ERG Chair and Co-Chair to meet with NASA Disability Program Manager, Special Emphasis Program Managers and their Disability ERG Chair to discuss their best practices with individual's disabilities in their Agency.</p>
2020	<p>In FY20, EEO identified benchmarking opportunities with several Federal agencies of similar size to compare their Diversity and Inclusion, Disability, ERGs efforts.</p> <p>The Diversity, Engagement and Outreach Team reached out to Federal Maritime Commission Agency to gain insight on their Employee Engagement successes, strategies and their experiences establishing their programs, lesson learned and pitfalls.</p> <p>The Agency Disability Coordinator partnered with Department of the Blind and Vision Impairment (DBVI) and the Department for Aging and Rehabilitation Services (DARS) to educate the workforce on how to interact with disability community. Also, EI partnered with the Wounded Warriors Regiment of Quantico, VA to obtain a speaker for the virtual disability program.</p> <p>The EI Office collaborated with the newly established ERGs to promote Special Emphasis Programs, activities and events in the workforce.</p>
2019	<p>In FY19, EEO identified benchmarking opportunities with several Federal agencies of similar size to compare their Diversity and Inclusion, Disability, ERGs efforts.</p> <p>The Affirmative Employment Team attended the Human Health Services, ERG Forum and gained insight on establishing ERGs. The Affirmative Program Manager also visited Department of Labor, and discussed Diversity and Inclusion strategies and their experiences establishing their programs, lesson learned and pitfalls.</p> <p>The EEO Office in an effort to garner "best practices" for Employee</p>

	<p>Engagement, met with the Office of Personnel Management (OPM) Workforce Engagement Office (WEO). EEO gained insight on how to analyze Federal Employee Viewpoint Survey (FEVS) information utilizing the existing tools of EVS Art and the OPM Employee Engagement Toolkit in order to develop a solid understanding of DTRA's FEVS results.</p>
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PLANS FOR TRIGGER  
IDENTIFICATION  
BARRIER ANALYSIS

PART I

**MD-715 – Part I #1**  
**Agency EEO Plan to Eliminate Identified Barrier**

**DTRA FEMALE WORKFORCE**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
<b>Female Workforce</b>	<b>Table A1, A3, A9</b>	<p><b>DTRA’s Total workforce</b> for FY22 consisted of 1,361 individuals a decrease of 119 (8.04%) workforce members in comparison with FY21. The Female workforce consisted of 463 (34.02%) Females, a decrease of 1.18% in comparison with the Female workforce in FY21. The DTRA Female workforce remains significantly below the 48.21% Civilian Labor Force (CLF).</p> <p><b>Permanent workforce</b> for FY22 consisted of 1,335 individuals, an 8.18% decrease in comparison with FY21. The Female workforce consisted of 454 (34.01%) a 1.20% decrease in comparison with FY21 remained significantly lower than the 48.21% Civilian Labor Force (CLF).</p> <p>The <b>Permanent workforce</b> Female participation rate (34.02%) is broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Executives (26.72%);</li> <li>✓ Managers (21.21%);</li> <li>✓ Supervisors (0.00%);</li> <li>✓ Professionals (36.52%); and</li> <li>✓ Administrative Workers (66.67%).</li> </ul> <p>The participation rate of Female <b>New Hires</b> in the Total workforce was 35.56% in FY22 a decrease of 6.28% in comparison with FY21. New Hire participation rates are broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Hispanic (3.11%);</li> <li>✓ White (20%);</li> <li>✓ Black/AA (9.33%);</li> <li>✓ NHPI (0.44%);</li> <li>✓ AIAN (0.44%); and</li> <li>✓ Two or More Races (0.00%).</li> </ul> <p>The DTRA Female workforce remained significantly underrepresented in comparison with their perspective CLFs.</p> <p>The <b>Separation rate</b> for Females in the Total workforce was 76 (40%) in FY22, an increase of 5.62% in comparison with FY21. Female separations were represented as follows:</p> <ul style="list-style-type: none"> <li>✓ Hispanic 2.11% a decrease of 4.14% in comparison with FY21;</li> </ul>

		<ul style="list-style-type: none"> <li>✓ White 26.32% an increase of 6.01% in comparison with FY21;</li> <li>✓ Black/AA 7.89% an increase of 1.64% in comparison with FY21; and</li> <li>✓ Asian 3.68% an increase of 2.12% in comparison with FY21.</li> </ul> <p>Analysis of the <b>Time-Off Award</b> data revealed that Females received Time Off awards in all categories except as noted.</p> <ul style="list-style-type: none"> <li>✓ One (1) Hispanic Females received a Time-Off Award of 1-10 hours, an increase by one (1) in comparison with FY21.</li> <li>✓ No NHPI Females received Time-Off Awards in the 1-10 hours, or 11-20 hours categories.</li> <li>✓ No AIAN Females received Time-Off Awards in the 1-10 hours, 11-20 hours or 21-30 hours categories.</li> <li>✓ Two or More Races Females <ul style="list-style-type: none"> <li>• One (1) received a Time-Off Award of 1-10 hours, an increase by one (1) in comparison with FY21.</li> <li>• No Two or More Races Females received Time-Off Awards in the 11-20 hours or 21-30 hours categories.</li> </ul> </li> </ul> <p>Analysis of the <b>Cash Award</b> data revealed that Females received Cash Awards in all categories except as noted.</p> <ul style="list-style-type: none"> <li>✓ NHPI Females <ul style="list-style-type: none"> <li>• No NHPI Females received Cash Awards in the \$501-\$999 category.</li> <li>• Two (2) received Cash Awards in the \$1000-\$1999 category, an increase by two (2) in comparison with FY21.</li> <li>• No NHPI Females received Cash Awards in the \$2000-\$2999, \$3000-\$3999, or \$5000 or more categories.</li> </ul> </li> <li>✓ AIAN Females <ul style="list-style-type: none"> <li>• No AIAN Females received Cash Awards in the \$500 and under, \$501-\$999, \$1000-\$1099, \$2000-\$2999, \$3000-\$3999, or \$4000-\$4999 categories.</li> <li>• One (1) AIAN Female receive a Cash Award in the \$5000 or more category, an increase by one (1) in comparison with FY21.</li> </ul> </li> <li>✓ Two or More Races Females <ul style="list-style-type: none"> <li>• Two (2) Two or More Races Females received a Cash Award in the \$501-\$999 category, an increase by two (2) in comparison with FY21.</li> <li>• Two (2) Two or More Races Females received a Cash Award in the \$3000-\$3999 category, an increase by two (2) in comparison with FY21.</li> </ul> </li> </ul>
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		<ul style="list-style-type: none"> <li>• One (1) Two or More Races Females received a Cash Award in the \$5000 or more category, an increase by one (1) in comparison with FY21.</li> <li>• No Two or More Races Females received a Cash Award in the \$2000-\$2999, or \$4000-\$4999 categories.</li> </ul> <p>Analysis of the <b>Quality Step Increases (QSI)</b> data indicates that the participation rate for Females was 39.44% a decrease of 2.45% in comparison with FY21.</p> <ul style="list-style-type: none"> <li>✓ No Hispanic Females received a QSI, a decrease by one (1) in comparison with FY21.</li> <li>✓ One (1) NHPI Female received a QSI, an increase by one (1) in comparison with FY21.</li> <li>✓ No AIAN Females received a QSI.</li> <li>✓ No Two or More Races Females received a QSI, a decrease by one (1) in comparison with FY21.</li> </ul> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>
<p><b>Female Workforce GS-14 thru SES</b></p>	<p><b>Table A4</b></p>	<p>The Female participation rate within the <b>Permanent workforce</b> was 34.02%.</p> <p>The Agency has 13 individuals in <b>SES positions</b>. The Female workforce representation is as follows:</p> <ul style="list-style-type: none"> <li>✓ Female SES population was two (2) (15.38%) both of whom were White Females.</li> </ul> <p><b>Senior-grade level</b> Female participation rates were;</p> <ul style="list-style-type: none"> <li>✓ GS-14, 118 (31.47%) an increase of 0.64% in comparison with FY21.</li> <li>✓ GS-15, 51 (27.57%) an increase of 1.15% in comparison with FY21.</li> <li>✓ SES, 2 (15.38%) an increase of 8.24% in comparison with FY21.</li> </ul> <p>The majority of White Females, 198 (77.04%) of the 257, in the permanent workforce were in the GS-13 and GS-15 pay grades, placing them in the SES pipeline. During FY22 the participation of White Females in GS-13 to GS-15 positions increased by 3.06% in comparison with FY21.</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>
<p><b>EEO Group(s) Affected by Trigger</b></p>		
<p><b>All Women</b></p>		
<p><b>Barrier Analysis Process</b></p>		

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	YES	Analysis of Female workforce utilizing ADVANA Data.
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)	NO	
Exit Interview Data	NO	
Focus Groups	NO	
Interviews	NO	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO	
Other (Please Describe)		
<b>Status of Barrier Analysis Process</b>		
<b>Barrier Analysis Process Completed? (Yes or No)</b>		<b>Barrier(s) Identified? (Yes or No)</b>
NO		YES
<b>Statement of Identified Barrier(s)</b>		
<b>Description of Policy, Procedure, or Practice</b>		
<p>DTRA will need to determine the following:</p> <ul style="list-style-type: none"> <li>• Why do Females have a low participation rate in DTRA's total workforce</li> <li>• Why are Females separating from the Agency at 36.54%</li> <li>• Are Females being hired at a comparative rate to Males</li> <li>• Are Females being paid comparable to Males</li> <li>• Address and implement strategies for the recruitment and selection of highly qualified Females for positions at the highest levels.</li> </ul>		
<b>Objective(s) and Dates for EEO Plan</b>		

<b>Objective</b>	<b>Date Initiated (mm/dd/yyyy)</b>	<b>Target Date (mm/dd/yyyy)</b>	<b>Sufficient Funding and Staffing?</b>	<b>Modified Date (mm/dd/yyyy)</b>	<b>Date Completed (mm/dd/yyyy)</b>
Collaborate with HR on Recruitment Events and Outreach for Females.	04/14/2019	09/30/2020	YES	09/30/2023 12/31/2022	
Participate in HR's Strategic Recruitment Discussions to provide guidance in hiring process.	09/01/2020	09/30/2020	YES		09/30/2020
Review applicant flow data to identify the number of Females applying for positions	01/01/2021	12/31/2021	YES	09/30/2023 09/30/2022	
<b>Responsible Official(s)</b>					
<b>Title</b>	<b>Name</b>		<b>Performance Standards Address the Plan? (Yes or No)</b>		
Director, Equity, Diversity and Inclusion Office	Willisa Donald		NO		
Director, Human Resource Directorate	Christine Enriquez, Colonel		NO		
<b>Planned Activities Toward Completion of Objective</b>					
<b>Target Date (mm/dd/yyyy)</b>	<b>Planned Activities</b>		<b>Modified Date (mm/dd/yyyy)</b>	<b>Completion Date (mm/dd/yyyy)</b>	
02/15/2020	Conduct a Gender Pay Study to examine pay gap between Males and Females within the Agency			03/30/2020	
03/20/2020	Collaborate with HR's Recruitment and Outreach Team on events and efforts for Females			09/30/2020	
04/30/2020	Develop a Recruitment and Outreach Plan identifying undergraduate, graduate schools and universities, summer internships, and associations for Women			08/30/2020	

07/01/2020	Participate in HR's Strategic Recruitment Discussions and provide hiring guidance to hiring Managers		09/30/2020
07/30/2020	Examine exit survey data to determine why Females are leaving the Agency	09/30/2022	12/30/2022
08/05/2020	Establish the Women's ERG (W/ERG) to address the low participation of Women in the Agency. Select a Lead and Co-lead to play an active role within the W/ERG.		09/30/2020
10/01/2020	Develop an Action Plan and a way forward with the W/ERG		01/29/2021
10/31/2020	Hold W/ERG monthly meetings to collaborate on targeted outreach strategies and Diversity related matters.	12/31/2021	9/30/2022
05/01/2021	Develop and provide workshops, brown bags and seminars to promote cultural awareness for Women.	12/31/2021 08/2021	9/30/2022
06/01/2021	Develop partnerships with colleges, and universities that have a high percentage of women in the DTRA mission critical skillsets	09/30/2023 03/30/2022 09/2021	
7/15/2021	Target recruitment efforts toward women from diverse backgrounds (including veterans) through networking/partnerships with Women and Veteran organizations.	12/31/2022 03/30/2022 09/2021	
09/30/2021	Adopt and tailor OPM Recruitment, Engagement, Diversity and Inclusion Program (REDI) roadmap for ideas.	12/31/2022 02/28/2022	
10/01/2021	Examine the Applicant Flow Data to determine whether Women are applying and/or being selected.	03/30/2023 09/30/2021	
12/15/2021	Review the Career Development workforce data to determine if there are any barriers in women applying and being selected for opportunities.	09/30/2023 03/30/2022	

12/30/2021	Conduct an analysis to determine retention issues within the Agency (i.e., exit survey, OPM Employee Viewpoint Survey).	12/31/2023 06/30/2022	
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**Report of Accomplishments**

<b>Fiscal Year</b>	<b>Accomplishments</b>
2022	<p>The Women’s ERG</p> <ul style="list-style-type: none"> <li>• Established DTRA’s LeanIN Circle to connect individuals that are interested in empowering women at work and created outreach and fellowship.</li> <li>• Facilitated bringing back the Women in Leadership Agency Course.</li> <li>• Hosted guest speaker, Women in Finance Training session (informational only)."</li> <li>• Held Women’s History events highlighting significant contributions that women have made in DTRA and the nation.</li> </ul> <ul style="list-style-type: none"> <li>✓ Hosted a DTRA talk for Women’s History month.</li> <li>✓ Attended The Conference Board Organization’s Diversity, Equity and Inclusion (DEI) Virtual Global Event.</li> <li>✓ Performed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to review the past year and prepare for the year to come.</li> <li>✓ Hosted an art exhibit at DTRA HQs to celebrate National Women’s Appreciation day.</li> <li>✓ Hosted a DTRA Leadership "in Person" Mentoring Brown Bag. Best practices feedback sent to EI Office and Council leadership.</li> <li>✓ Women’s ERG/Leadership Development Initiative was implemented: Monthly a Senior Leader was invited to the ERG Meeting and provided an opening comments/brief for the meeting.</li> <li>✓ COL Christine Enriquez, Director, Human Resources provided the Human Capital Plan Goals Overview</li> </ul> <p>Additionally, the Women’s ERG initiated a review of workforce data to identify potential triggers and barriers for Women in the DTRA workforce.</p>
2021	<p>EI continued to engage with HR on recruitment and outreach efforts; EI developed a Recruitment and Outreach Plan to address the deficiencies.</p> <p>A Women’s ERG member attended The Conference Board Organization’s Diversity, Equity and Inclusion (DEI) Virtual Global Event which was a platform of global Senior Leadership speakers/panel participants with discussions of the current DEI challenges of incorporating DEI in the workforce from the top down; Shared with the Council and ERGs.</p> <p>Women ERG performed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis that reviewed the past year and preparing for the year to come.</p>

	<p>The Women’s ERG displayed an art exhibit at DTRA HQs to celebrate National Women’s Appreciation day.</p> <p>A Women’s ERG member attended The Conference Board Organization’s Diversity, Equity and Inclusion (DEI).</p> <p>The Women’s ERG participated in TAP &amp; Outreach events such supporting Women ERG members and attending the DAF Women’s Air and Space Power Symposium, a professional development series.</p> <p>The Women’s ERG requested DTRA HR to include D&amp;I Council/ERG SharePoint link on the Agency In-processing checklist.</p> <p>The ERG hosted a Women’s Equality Day Canvas project, Brown Bags, guest lectures, internal women’s panels.</p> <p>They collaborated with the other ERGs to conduct a Recruitment Job Fair in the Headquarters Lobby January 2022 TBD.</p> <p>The ERG solicited for new members’ by sharing information on the DTRA 1 Carousel.</p> <p>They reviewed the MD-715 to identify retention issues for Women.</p> <p>Develop partnerships and collaborative relationships with professional organizations to promote DTRA’s mission and hiring needs.</p> <ul style="list-style-type: none"> <li>✓ Explore the opportunity to start a Federal Employed Women (FEW) chapter at DTRA (stretch goal)</li> <li>✓ Explore the option of DTRA becoming a sponsor during FEW conferences. Team with existing Chapters</li> <li>✓ Win an Award (stretch goal)</li> </ul> <p>C Collaborate with the HR Talent Acquisition Program (TAP) team to assess how to find, engage, and target Women candidates.</p> <ul style="list-style-type: none"> <li>✓ Explore outreach to women’s colleges such as: Spelman, Bennett, Barnard, Wellesley, Smith, etc.</li> <li>✓ Teaming with AAERG as two are HBCUs</li> </ul> <p>The ERG plans to meet in person to provide LeanIn/Group fellowship support groups.</p>
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2020

**Recruitment and Outreach Plan:** EI continued to engage with HR on recruitment and outreach efforts: EI developed a Recruitment and Outreach Plan to address the deficiencies from the MD-715, Federal Equal Opportunity Recruitment Plan (FEORP) and Disadvantaged Veterans Affirmative Action Plan (DVAAP) Report and to support recruitment efforts for women including schools and universities (Undergraduate and Graduate), summer internships, institutions and associations.

**Strategic Recruitment Discussion:** The EI Office began participating in strategic conversations with HR and hiring Managers to educate and provide awareness on achieving Diversity in recruitment, hiring and the interviewing process. These conversations assist in increasing hiring Manager's awareness of various special hiring authorities, Diversity recruitment strategies and establishing a diverse hiring panel, beyond demographics.

Agency Established a Women's ERG: In FY20, DTRA established an Agency wide Diversity and Inclusion Council, to include six ERGs (African American, AAPI, Hispanic, PWD, LGBTQIA and Women). The newly established Women's ERG included 20 volunteers from across the Agency. The group immediately developed its Action Plan and focused efforts on:

- Analysis and Reporting
- Policy and Oversight
- Force and Talent Management
- Strategic Communications and Events

While individual initiatives are still under development, the formation of this ERG represents deliberate commitment to issues of Diversity and inclusion with the Agency.

**Women's Pay Equity Study** – In FY20, a pay study was conducted to determine triggers in regards to Women in the DTRA workforce. We examined pay grades for GS-3 to SES and the study revealed that 96% of DTRA personnel are between the GS-11 to GS-15 grade levels. On average, women compare with men in pay. A member of the ORSA team briefed the D&I Council and ERGs and will collaborate with the ERGs to conduct further analysis.

The Agency Women's ERG hosted a Women's History Month Panel event. There were 3 Female panelists: Dr. Ada Bacetty, Navy CPO Diana Angstadt, and Dr. Jennifer Sparks. Ms. Amanda Andersen moderated the event. The theme of the event centered on Leadership, followership, and championship in work and life endeavors. The discussion topics included mentorship, barriers in the workplace, work/life balance, and overcoming adversity. The three panelists answered questions and offered different perspectives based on career fields, personal and professional experience, and individual drivers. The event helped to share perspectives on overcoming barriers to ensure women at DTRA have the support they need to grow and succeed in the DTRA workforce. There were over 150 attendees.

**MD-715 – Part I #2**  
**Agency EEO Plan to Eliminate Identified Barrier**

**DTRA HISPANIC WORKFORCE**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
Hispanic Workforce	Table A1, A8 and A16	<p><b>DTRA’s Total workforce</b> for FY22 consisted of 1,361 individuals a decrease of 119 (8.04%) workforce members in comparison with FY21. The Hispanic workforce consisted of 67 (4.92%) Males, an increase of 0.12% in comparison with FY21. The Hispanic workforce consisted of 33 (2.42%) Females, an increase of 0.06% in comparison with FY21. The representation of Hispanic Males and Females is significantly lower than their respective CLFs of (6.82%; 6.16%).</p> <p><b>Permanent workforce</b> for FY22 consisted of 1,335 individuals, an 8.18% decrease in comparison with FY21. The Hispanic workforce consisted of 65 (4.87%) Males, a decline of 0.01% in comparison with FY21. The Hispanic workforce consisted of 32 (2.40%) Females, an increase of 0.06% in comparison with FY21. The representation of Hispanic Males and Females is significantly lower than their respective CLFs of (6.82%; 6.16%).</p> <p>The <b>Permanent workforce</b> Hispanic Males participation rate 4.87% is broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Executives 3.05%);</li> <li>✓ Managers 6.06%;</li> <li>✓ Supervisors 0.00%;</li> <li>✓ Professionals 4.78%;</li> <li>✓ Technicians 15.38%; and</li> <li>✓ Administrative Workers 16.67%.</li> </ul> <p>The <b>Permanent workforce</b> Hispanic Women’s participation rate 2.40% is broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Executives 3.82%;</li> <li>✓ Managers 1.52%;</li> <li>✓ Supervisors 0.00%;</li> <li>✓ Professionals 2.39%;</li> <li>✓ Technicians 0.00%; and</li> <li>✓ Administrative Workers 0.00%.</li> </ul>



	<p>The participation rate of Hispanic Male <b>New Hires</b> in the Total workforce was 3.11% in FY22, a decrease of 3.52% in comparison with FY21.</p> <p>The participation rate of Hispanic Female <b>New Hires</b> in the Total workforce was 2.67% in FY22, a decrease of 0.05% in comparison with FY21.</p>
	<p>The <b>Separation</b> rate for Hispanic Males in the Total workforce was five (5) (2.63%) in FY22, a decrease of 2.06% in comparison with FY21.</p> <p>The <b>Separation</b> rate for Hispanic Females in the Total workforce was four (4) (2.11%) a decrease of 4.14% in comparison with FY21.</p> <p>Analysis of the <b>Time-Off Award</b> data revealed that Hispanic Males received Time-Off Awards in all categories.</p> <p>Analysis of the <b>Time-Off Award</b> data revealed that Hispanic Females received Time-Off Awards in all categories.</p> <p>Analysis of the <b>Cash Award</b> data revealed that Hispanic Males and Females received Cash Awards in all categories.</p> <p>Analysis of the <b>Quality Step Increases (QSI)</b> data indicates that the participation rate for Hispanic Females was 0.00% a decrease of 1.35% in comparison with FY21.</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>

<p><b>Senior Executive Service</b></p>	<p><b>Table A-4</b></p>	<p>The Agency has 13 individuals in SES positions. The Hispanic Male SES population was one (1) (7.69%) compared to the permanent workforce of 65 (4.87%). There was no Hispanic Female representation among the SES.</p> <p><b>Senior-grade level</b> Hispanic participation rates were as follows:</p> <ul style="list-style-type: none"> <li>✓ Male <ul style="list-style-type: none"> <li>• GS-14, 13 (3.47%) a decrease of 0.29% in comparison with FY21.</li> <li>• GS-15, three (3) (1.62%), an increase of 0.07% in comparison with FY21.</li> <li>• SES, 1 (7.69%), an increase of 0.55% in comparison with FY21.</li> </ul> </li> <li>✓ Female <ul style="list-style-type: none"> <li>• GS-14, four (4) (1.07%) a decrease of 0.18% in comparison with FY21.</li> <li>• GS-15, seven (7) (3.78%) an increase of 1.19% in comparison with FY21.</li> <li>• SES, there is no Hispanic Female representation in the SES workforce.</li> </ul> </li> </ul> <p>Analysis of the Hispanic Male workforce reveals there is no Hispanic Male in GS-09 to GS-10 positions.</p> <p>Analysis of the Hispanic Female workforce reveals there is no Hispanic Female representation in GS-09 to GS-10, or SES positions.</p> <p>The majority of Hispanic Males 41 (63.07%) of the 65 permanent Hispanic Males were in the GS-13 to GS-15 pay grades, placing them in the SES pipeline. During FY22 there was a 6.74% increase in Hispanic Male representation within GS-13 to GS-15 positions.</p> <p>The majority of Hispanic Female 24 (75%) of the 32 permanent Hispanic Female were in the GS-13 and GS-15 pay grades, placing them in the SES pipeline. During FY22 there was an 1% increase in Hispanic Female representation within GS-13 to GS-15 positions</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>
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**EEO Group(s) Affected by Trigger**

**Hispanic Workforce**

**Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected			
Workforce Data Tables	YES	Analysis of Hispanic workforce utilizing ADVANA Data.			
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)	NO				
Exit Interview Data	NO				
Focus Groups	NO				
Interviews	NO				
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO				
Other (Please Describe)	NO				
<b>Status of Barrier Analysis Process</b>					
<b>Barrier Analysis Process Completed? (Yes or No)</b>	<b>Barrier(s) Identified? (Yes or No)</b>				
NO	YES				
<b>Statement of Identified Barrier(s)</b>					
<b>Description of Policy, Procedure, or Practice</b>					
The Agency continued to work on the low participation rates of Hispanics. In FY22, the EI Office with the support of HR continued their work to identify and minimize potential barriers to improve the representation of Hispanics at DTRA.					
<b>Objective(s) and Dates for EEO Plan</b>					
<b>Objective</b>	<b>Date Initiated</b>	<b>Target Date</b>	<b>Sufficient Funding &amp; Staffing?</b>	<b>Modified Date</b>	<b>Date Completed</b>

Identify and address potential barriers within DTRA's Hispanic workforce.	12/04/2018	12/15/2021	YES	12/31/2022 6/30/2022	
Enhance Hispanic cultural awareness through engaging the Hispanic ERG.	01/01/2020	Ongoing	YES	10/31/2021	9/30/2022
Develop an outreach and recruitment plan that identifies R/O strategies and highlights Hispanic Serving Institutions (HSIs).	06/01/2020	10/31/2020	YES	12/31/2022 10/31/2021	
<b>Responsible Official(s)</b>					
<b>Title</b>	<b>Name</b>		<b>Performance Standards Address the Plan? (Yes or No)</b>		
Director, Equity, Diversity and Inclusion Office	Willisa Donald		YES		
Director, Human Resource Directorate	Christine Enriquez, Colonel		YES		
<b>Planned Activities Toward Completion of Objective</b>					
<b>Target Date</b>	<b>Planned Activities</b>	<b>Modified Date</b>	<b>Completion Date</b>		
03/05/2019	Re-establish a Hispanic Working Group		06/30/2019		
03/31/2020	Conduct a Climate Survey of the DTRA Albuquerque facility.		04/30/2020		
04/29/2020	Develop and provide workshops, brown bags and seminars to promote cultural awareness in working with Hispanics.	12/31/2022 09/2021			
04/30/2020	Develop a Recruitment and Outreach Plan for Hispanics. Provide a list of Universities and Institutions for specific mission skillsets.		08/15/2020		
07/30/2020	Select a list of Summer Programs for Hispanics and proved to HR.		08/15/2020		

08/05/2020	Finalize the ERG Charter and guidance to establish new working group to examine perceived barriers.		09/30/2020
08/15/2020	Select a Lead and Co-Lead who will play an active role within the Hispanic ERG.		09/30/2020
08/15/2020	Hold Hispanic ERG meetings monthly to collaborate on targeted outreach strategies and Diversity related matters.		08/31/2020
01/15/2021	Conduct Awareness Sessions for Agency Employees and discuss ways to enhance opportunities for Hispanics.	6/30/2023 09/30/2022	
07/30/2021	Conduct in-depth barrier analysis in collaboration with Hispanic ERG to identify policies and practices that may prevent advancement in the representation of Hispanics at DTRA.	12/31/2022 03/30/2022 10/2021	
08/30/2021	Conduct Federal Agency research of <i>Best Practices</i> for Hispanic recruitment, retention, and fostering professional development opportunities targeting the Hispanic workforce and develop a report regarding findings.	06/30/2023 06/30/2022	
10/15/2021	Reviewing hiring, promotion, and career development programs from other Federal Agencies and private sector companies to benchmark best practices.	3/30/2023 06/30/2022	
11/15/2021	Review the Career Development workforce data to determine if there are any barriers in Hispanics apply and being selected for opportunities.	12/31/2022 09/30/2022	

## Report of Accomplishments

Fiscal Year	Accomplishments
2022	<p>Hispanic, The EI Director met with the Hispanic ERG providing advice and assistance regarding their initiatives.</p> <ul style="list-style-type: none"> <li>✓ Participated in Outreach events with local STEM High School (Oxon Hill Senior High School), and STEM Career Discussion Panel.</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Collaborated with the Women’s ERG for information sharing on Women Firsts, within DoD – U.S. Navy Submarine Service - First Female Submarine “Chief of the Boat” (Command Senior Enlisted Advisor).</li> <li>✓ Participated in Inter-Government mentoring, with other agencies as they stood up their Hispanic ERG.</li> <li>✓ Hosted a Cinco De Mayo educational display.</li> <li>✓ Commemorated Hispanic Heritage Month through a series of displays.</li> </ul>
2021	<p>H Hispanic, The EI Director met with the Hispanic ERG providing advice and assistance regarding their initiatives.</p> <ul style="list-style-type: none"> <li>✓ Participated in the TAP &amp; Outreach events for the West New Mexico University Career Fair;</li> <li>✓ Hosted a lecture series; <ul style="list-style-type: none"> <li>• The Mayaguez Incident – 12 to 15 May 1975</li> <li>• Morinqueneers – 65<sup>th</sup> Infantry Regiment, 1899 to Presentation of Congressional Gold Medal</li> </ul> </li> <li>✓ Hosted lunchtime brown bag – Music/Culture series to create cultural awareness; <ul style="list-style-type: none"> <li>Salsa, Merengue, Mambo, and Bomba-Plena</li> <li>Ranchera, Mariachi, Cumbia, and Tango</li> </ul> </li> <li>✓ Collaborated with the Women’s ERG for information sharing on several Women Firsts, within DoD (First female to Lead a Service, First Female Coast Guard Commandant);</li> <li>✓ Participated in Inter-Government mentoring, with other agencies as they stood up their Hispanic ERG;</li> <li>✓ Hosted a Cinco De Mayo educational display; and</li> <li>✓ Commemorated Hispanic Heritage Month through a series of displays.</li> </ul>
2020	<p><b>Hispanic Recruitment and Outreach:</b> DTRA continues to focus, review and modify recruitment strategies to ensure these efforts result in a diverse applicant pool that includes Hispanics. Ongoing recruiting efforts include outreach at virtual and community events and informational briefs at local schools and colleges/ universities with large Hispanic populations such as the University of New Mexico, New Mexico State University, Central New Mexico Community College and the Society of Hispanic Professional Engineers (SHPE) Regional Leadership Development Conference Region 3, the nation’s largest association dedicated to fostering Hispanic Leadership in the STEM field. In addition, the recruitment team was established for engineering and scientist positions specifically targeted to Hispanic/Latino Americans seeking employment, as well as increased collaboration with professional Hispanic affinity organizations. DTRA attended one outreach event that engaged over 150 prospective candidates. The Agency had two additional Hispanic focused events cancelled due to COVID-19.</p> <p><b>Hispanic Working Group and Climate Assessment:</b> The Hispanic Working Group engaged Hispanic Employees and discussed the Agency's efforts such as the Hispanic Working Group action plan report and next steps for outreach into the community. The Working Group conducted a climate assessment for the ABQ</p>

	<p>workforce. Fifty-two percent (52%) of the ABQ workforce took the assessment. The results indicated there is a need for improvement in Employee recognition and promotion, career development and Senior Leadership. There were positive outcomes for ABQ’s first line Supervisor, mission and accountability.</p> <p><b>Hispanic Employee Resource Group (H/ERG):</b> In FY20, the Agency established the H/ERG with 18 volunteers to assist with identifying and addressing barriers causing a low participation rate. The group developed a draft action plan and selected team leads to support the following teams:</p> <ul style="list-style-type: none"> <li>• Data and Barrier Analysis</li> <li>• Recruitment and Outreach</li> <li>• Employee/Workforce Engagement</li> <li>• Training and Cultural Awareness</li> </ul>
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**MD-715 – Part 1 #3**  
**Agency EEO Plan to Eliminate Identified Barrier**

<b>White Females</b>		
<b>Source of the Trigger</b>	<b>Specific Workforce Data Table</b>	<b>Narrative Description of Trigger</b>
<b>White Female Workforce</b>	<b>Table A1, A8 and A16</b>	<p>DTRA’s <b>Total workforce</b> for FY22 consisted of 1,361 individuals a decrease of 119 (8.04%) workforce members in comparison with FY21. The White Female workforce consisted of 262 (19.25%) a decrease of 1.16% in comparison with FY21 remaining significantly lower than the 31.82% CLF.</p> <p><b>Permanent workforce</b> for FY22 consisted of 1,335 individuals, an 8.18% decrease in comparison with FY21. The White Female workforce consisted of 257 (19.25%) a decrease of 1.11% in comparison with FY21 remaining significantly lower than the 31.82% CLF.</p> <p>The <b>Permanent workforce</b> White Female participation rate 19.25% is broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Executives 17.56%;</li> <li>✓ Managers 10.61%;</li> <li>✓ Supervisors 0.00%;</li> <li>✓ Professionals 20.24%;</li> <li>✓ Technicians 0.00%; and</li> <li>✓ Administrative Workers 66.67%.</li> </ul> <p>The participation rate of White Female <b>New Hires</b> in the Total workforce was 20% in FY22, a decrease of 6.02% in comparison with FY21.</p>

		<p>The <b>Separation</b> rate for White Females in the Total workforce was 50 (26.32%) in increase of 6.01% in comparison with FY21.</p> <p>Analysis of the <b>Time-Off Award</b> data revealed that White Females received Time-Off Awards in all categories.</p> <p>Analysis of the <b>Cash Award</b> data revealed that White Females received Cash Awards in all categories.</p> <p>Analysis of the <b>Quality Step Increases (QSI)</b> data indicates that the participation rate for White Females was 21 (29.58%) an increase of 3.9% in comparison with FY21.</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>
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<b>Senior Executive Service</b>	<b>Table A-4</b>	<p>The Agency has 13 individuals in <b>SES positions</b>. The Female workforce representation is as follows:</p> <ul style="list-style-type: none"> <li>✓ Female SES population was two (2) (15.38%) both of whom were White Females.</li> </ul> <p><b>Senior-grade level</b> White Female participation rates were as follows:</p> <ul style="list-style-type: none"> <li>✓ GS-14, 77 (20.53),</li> <li>✓ GS-15, 34 (18.38%), and</li> <li>✓ SES, two (2) (15.38%).</li> </ul> <p>The majority of White Females 196 (76.26%) of the 257 permanent White Females were in the GS-13 to GS-15 pay grades, placing them in the SES pipeline.</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>
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**EEO Group(s) Affected by Trigger**

**White Females**

**Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	YES	Analysis of White Female workforce utilizing ADVANA Data.
Complaint Data (Trends)	NO	



Grievance Data (Trends)	NO				
Exit Interview Data	NO				
Focus Groups	NO				
Other (Please Describe)	NO				
<b>Status of Barrier Analysis Process</b>					
<b>Barrier Analysis Process Completed? (Yes or No)</b>	<b>Barrier(s) Identified? (Yes or No)</b>				
YES	YES				
<b>Statement of Identified Barrier(s)</b>					
<b>Description of Policy, Procedure, or Practice</b>					
<p>In FY22 the Agency workforce analysis identified a lower than anticipated participation rate of White Females in the DTRA workforce.</p> <p>DTRA will need to determine the following:</p> <ul style="list-style-type: none"> <li>✓ Why do White Females have a low participation rate in DTRA’s permanent workforce?</li> <li>✓ Why is there no White Female representation in the SES workforce?</li> </ul>					
<b>Objective(s) and Dates for EEO Plan</b>					
<b>Objective</b>	<b>Date Initiated</b>	<b>Target Date</b>	<b>Sufficient Funding &amp; Staffing?</b>	<b>Modified Date</b>	<b>Date Completed</b>
Identify and address potential barriers within DTRA’s White Female workforce.	11/15/2020	06/30/2022	YES	12/31/2022	
Enhance contributions of the White Female workforce through an awareness campaign.	12/15/2021	09/30/2022	YES	03/30/2023	
Develop an outreach and recruitment plan that identifies R/O Strategies and highlights Women’s Institutions.	1/05/2022	08/15/2022	YES	12/31/2022	
<b>Responsible Official(s)</b>					

Title	Name	Performance Standards Address the Plan? (Yes or No)	
Director, Equity, Diversity and Inclusion Office	Willisa Donald	YES	
Director, Human Resource Directorate	Christine Enriquez, Colonel	YES	
Planned Activities Toward Completion of Objective			
Target Date	Planned Activities	Modified Date	Completion Date
12/31/2021	Select a list of Summer Programs for High School and College age Females and provide to HR.	12/31/2022	
04/30/2022	Develop and provide workshops, brown bags and seminars to promote the accomplishments of White Women in History and in the DTRA Workforce.		9/30/2022
06/30/2022	Review hiring, promotion, and career development programs from other Federal Agencies and private sector companies to benchmark best practices.	12/31/2022	
06/30/2022	Review the Career Development workforce data to determine if there are any barriers in White Women applying for and being selected for Career Development opportunities.	03/30/2023	
09/30/2022	Conduct in-depth barrier analysis in collaboration with the Women's ERG to identify policies and practices that may prevent advancement in the representation of White Women at DTRA.	12/31/2023	
09/30/2022	Conduct Federal Agency research of <i>Best Practices</i> for White Women regarding recruitment, retention, and fostering professional development opportunities.	06/30/2023	
Report of Accomplishments			
Fiscal Year	Accomplishments		
2022	The Women's ERG		

	<ul style="list-style-type: none"> <li>✓ Established DTRA’s LeanIN Circle to connect individuals that are interested in empowering women at work and created outreach and fellowship.</li> <li>✓ Facilitated re-establishing the Women in Leadership Agency Course.</li> <li>✓ Hosted guest speaker, Women in Finance Training session.</li> <li>✓ Held Women’s History events highlighting significant contributions that women made in DTRA and the nation.</li> <li>✓ Hosted a DTRA talk for Women’s History month.</li> <li>✓ Attended The Conference Board Organization’s Diversity, Equity and Inclusion (DEI) Virtual Global Event.</li> <li>✓ Performed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to review the past year and prepare for the year to come.</li> <li>✓ Hosted an art exhibit at DTRA HQs to celebrate National Women’s Appreciation day.</li> <li>✓ Hosted a DTRA Leadership "in Person" Mentoring Brown Bag.</li> <li>✓ Women’s ERG/Leadership Development Initiative Implemented inviting a Senior Leader to the ERG Monthly Meetings to provide an overview brief as well as opening comments.</li> </ul> <p>COL Christine Enriquez, Director, Human Resources provided the Human Capital Plan Goals Overview, for the Women’s ERG.</p>
2021	<p>The Women’s ERG performed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis that reviewed the past year and preparing for the year to come.</p> <p>The Women’s ERG displayed an art exhibit at DTRA HQs to celebrate National Women’s Appreciation day.</p> <p>A Women’s ERG member attended The Conference Board Organization’s Diversity, Equity and Inclusion (DEI).</p> <p>The Women’s ERG participated in TAP &amp; Outreach events such supporting Women ERG members and attending the DAF Women’s Air and Space Power Symposium, a professional development series.</p> <p>The Women’s ERG requested DTRA HR to include D&amp;I Council/ERG SharePoint link on the Agency In-processing checklist.</p> <p>The ERG hosted a Women’s Equality Day Canvas project, Brown Bags, guest lectures, internal women’s panels.</p> <p>They collaborated with the other ERGs to conduct a Recruitment Job Fair in the Headquarters Lobby January 2022 TBD.</p> <p>The ERG solicited for new members’ by sharing information on the DTRA 1 Carousel.</p> <p>They reviewed the MD-715 to identify retention issues for Women.</p>

	<p>Develop partnerships and collaborative relationships with professional organizations to promote DTRA’s mission and hiring needs.</p> <ul style="list-style-type: none"> <li>✓ Explore the opportunity to start a Federal Employed Women (FEW) chapter at DTRA (stretch goal)</li> <li>✓ Explore the option of DTRA becoming a sponsor during FEW conferences. Team with existing Chapters</li> <li>✓ Win an Award (stretch goal)</li> </ul> <p>Collaborate with the HR Talent Acquisition Program (TAP) team to assess how to find, engage, and target Women candidates.</p> <ul style="list-style-type: none"> <li>✓ Explore outreach to women’s colleges such as: Spelman, Bennett, Barnard, Wellesley, Smith, etc...</li> <li>✓ Teaming with AAERG as two are HBCUs</li> </ul> <p>The ERG plans to meet in person to provide LeanIn/Group fellowship support groups.</p>
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**MD-715 – Part I #4**  
**Agency EEO Plan to Eliminate Identified Barrier**

<b>DTRA AMERICAN INDIAN ALASKAN NATIVE (AIAN) FEMALE WORKFORCE</b>		
<b>Source of the Trigger</b>	<b>Specific Workforce Data Table</b>	<b>Narrative Description of Trigger</b>

<p><b>DTRA AIAN Female Workforce</b></p>	<p><b>Table A1, A8 and A16</b></p>	<p><b>DTRA’s Total workforce</b> for FY22 consisted of 1,361 individuals a decrease of 119 (8.04%) workforce members in comparison with FY21. The AIAN Female workforce consisted of three (3) (0.22%) an increase of 0.08% in comparison with FY21. The representation of AIAN Females is significantly lower than the CLF of 0.31%.</p> <p><b>Permanent workforce</b> for FY22 consisted of 1,335 individuals, an 8.18% decrease in comparison with FY21. The AIAN Female workforce consisted of three (3) (0.22%) an increase of 0.08% in comparison with FY21.</p> <p>The <b>Permanent workforce</b> AIAN Female participation 0.22% is broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Executives 0.76%;</li> <li>✓ Managers 0.00%;</li> <li>✓ Supervisors 0.00%;</li> <li>✓ Professionals 0.18%</li> <li>✓ Technicians 0.00%; and</li> <li>✓ Administrative Workers 0.00%.</li> </ul>
		<p>The participation rate of AIAN Female <b>New Hires</b> in the Total workforce was 3.11% in FY22, an increase of 2.6% in comparison with FY21.</p> <p>No AIAN Females separated from the Agency in FY21.</p> <p>Analysis of the <b>Award data</b> revealed that the three (3) AIAN Females in the DTRA workforce Awards as follows:</p> <ul style="list-style-type: none"> <li>✓ One Time-Off Award of 31-40 Hours.</li> <li>✓ One Cash Award of \$5000-\$5999.</li> </ul> <p>Analysis of the <b>Quality Step Increases (QSI)</b> data indicates that the participation rate for AIAN Females was 0.00%.</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>

<b>Senior Executive Service</b>	<b>Table A-4</b>	<p>The Agency has 13 individuals in <b>SES positions</b>. There was no AIAN Female representation among the SES.</p> <p><b>Senior-grade level</b> AIAN Female representation is as follows:</p> <ul style="list-style-type: none"> <li>✓ GS-14, no AIAN Female representation.</li> <li>✓ GS-15, one (1) (0.54%).</li> <li>✓ SES, no AIAN Female representation.</li> </ul> <p>Analysis of the AIAN Female workforce reveals there is no AIAN Female representation in GS-10, GS-11 to GS-14, nor SES.</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>
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**Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	YES	Analysis of AIAN Female workforce utilizing ADVANA Data.
Complaint Data (Trends)	NO	
Grievance Data (Trends)	NO	
Exit Interview Data	NO	
Focus Groups	NO	
Other (Please Describe)	NO	

**Status of Barrier Analysis Process**

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

**Statement of Identified Barrier(s)**

Description of Policy, Procedure, or Practice
<p>In FY22 the Agency workforce analysis identified a lower than anticipated participation rate of AIAN Females in the DTRA workforce.</p> <p>DTRA will need to determine the following:</p> <ul style="list-style-type: none"> <li>✓ Why do AIAN Females have a low participation rate in DTRA’s permanent workforce?</li> <li>✓ Why is there no AIAN Female representation in the SES workforce?</li> </ul>

**Objective(s) and Dates for EEO Plan**

<b>Objective</b>	<b>Date Initiated</b>	<b>Target Date</b>	<b>Sufficient Funding &amp; Staffing? (Yes or No)</b>	<b>Modified Date (mm/dd/yyyy)</b>	<b>Date Completed</b>
Identify and address potential barriers within DTRA's AIAN Female workforce.	10/31/2021	04/30/2022	YES	12/31/2022	
Enhance AIAN Female cultural awareness through partnering with the Women's ERG to showcase AIAN history, culture, and accomplishments.	10/31/2021	06/30/2022	YES	3/30/2023	
Partner with the Women's ERG to conduct Barrier Analysis.	11/15/2021	03/30/2022	YES	12/31/2023	

### Responsible Official(s)

<b>Title</b>	<b>Name</b>	<b>Performance Standards Address the Plan? (Yes or No)</b>
Director, Equity, Diversity and Inclusion Office	Willisa Donald	YES
Director, Human Resource Directorate	Christine Enriquez, Colonel	YES

### Planned Activities Toward Completion of Objective

<b>Target Date</b>	<b>Planned Activities</b>	<b>Modified Date</b>	<b>Completion Date</b>
12/31/2021	Identify Institutions with AIAN Cultural groups for recruitment opportunities and provide to HR.	10/31/2022	
01/31/2021	Develop and provide workshops, brown bags and seminars to promote cultural awareness in working with AIAN Females.	10/31/2022	

03/30/2021	Conduct in-depth barrier analysis in collaboration with the Women’s ERG to identify policies and practices that may prevent advancement in the representation of AIAN Females at DTRA.	12/31/2022	
05/31/2021	Conduct Federal Agency research of <i>Best Practices</i> for AIAN Female recruitment, retention, and fostering professional development opportunities targeting the AIAN Female workforce and develop a report regarding findings.	12/31/2022	
12/31/2021	Review hiring, promotion, and career development programs from other Federal Agencies and private sector companies to benchmark best practices.	3/30/2023	
04/30/2022	Develop a Recruitment and Outreach Plan for AIAN Females.	1/31/2023	
09/30/2022	Review the Career Development workforce data to determine if there are any barriers in AIAN Females applying and being selected for opportunities.	3/30/2023	

### Report of Accomplishments

Fiscal Year	Accomplishments
2021	Workforce Analysis was initiated and identified a gap in AIAN representation limiting opportunities for advancement.
2022	The AIAN Female workforce increased during FY22, as did the number of AIAN Females receiving awards.  The Women’s ERG initiated barrier analysis which includes an analysis of all Female participation in the DTRA workforce.

**MD-715 – Part I #5**  
**Agency EEO Plan to Eliminate Identified Barrier**

**DTRA NATIVE HAWAIIAN PACIFIC ISLANDER (NHPI) MALE WORKFORCE**



Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
<p><b>DTRA NHPI Male Workforce</b></p>	<p><b>Table A1, A8 and A16</b></p>	<p><b>DTRA’s Total workforce</b> for FY22 consisted of 1,361 individuals a decrease of 119 (8.04%) workforce members in comparison with FY21. The NHPI Male workforce consisted of one (1) (0.07%), no change in representation is noted in comparison with FY21. The representation of NHPI Males and slightly lower than the NHPI Male CLF (0.08%).</p> <p><b>Permanent workforce</b> for FY22 consisted of 1,335 individuals, an 8.18% decrease in comparison with FY21. The NHPI Male workforce consisted of one (1) (0.07%), no change in representation is noted in comparison with FY21. NHPI Males remain slightly lower than the CLF of 0.08%.</p> <p>The <b>Permanent workforce</b> NHPI Male participation rate (0.07%) is broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Executive 0.00%;</li> <li>✓ Manager 0.00%;</li> <li>✓ Supervisor 0.00%;</li> <li>✓ Professionals 0.09%;</li> <li>✓ Technicians 0.00%;</li> <li>✓ Administrative Workers 0.00%.</li> </ul> <p>The participation rate of NHPI Male <b>New Hires</b> in the Total workforce was 0.00% in FY22, with no change noted in the New Hire participation rate in comparison with FY21.</p> <p>There were no <b>Separations</b> of NHPI Males in the Total workforce for FY22.</p> <p>Analysis of the <b>Time-Off Award</b> data revealed that NHPI Males received Time-Off Awards as follows:</p> <ul style="list-style-type: none"> <li>✓ One NHPI Male received a Time-Off Award of 31-40 Hours.</li> </ul> <p>Analysis of the <b>Cash Award</b> data revealed that NHPI Males received Cash Awards as follows:</p> <ul style="list-style-type: none"> <li>✓ One NHPI Male received a Cash Award of \$501-\$999.</li> </ul> <p>Analysis of the <b>Quality Step Increases (QSI)</b> data indicates that no NHPI Males received a QSI in FY22.</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>

<p><b>Senior Executive Service</b></p>	<p><b>Table A-4</b></p>	<p>The NHPI Male participation rate within the <b>Permanent workforce</b> was one (1) (0.07%) The following are areas of concern:</p> <p><b>Senior-grade level</b> NHPI Male representation is as follows:</p> <ul style="list-style-type: none"> <li>✓ GS-14, no NHPI Male representation.</li> <li>✓ GS-15, no NHPI Male representation.</li> <li>✓ SES, no NHPI Male representation.</li> </ul> <p>The GS-13 NHPI Male participation rate was one (1) (0.22%).</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>
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**Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	YES	Analysis of NHPI Male workforce utilizing ADVANA Data.
Complaint Data (Trends)	NO	
Grievance Data (Trends)	NO	
Exit Interview Data	NO	
Focus Groups	NO	
Other (Please Describe)	NO	

**Status of Barrier Analysis Process**

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

**Statement of Identified Barrier(s)**

**Description of Policy, Procedure, or Practice**

In FY22 the Agency workforce analysis identified a lower than anticipated participation rate of NHPI Males in the DTRA workforce.

DTRA will need to determine the following:

- ✓ Why do NHPI Males have a low participation rate in DTRA’s permanent workforce?
- ✓ Why is there no NHPI Male representation in the GS-01 to GS-12 grades?
- ✓ Why is there no NHPI Male representation in the GS-14 to SES workforce?

Objective(s) and Dates for EEO Plan					
Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Identify and address potential barriers within DTRA's NHPI Male workforce.	11/15/2021	04/30/2022	YES	12/31/2022	
Develop an outreach and recruitment plan that identifies R/O Strategies and highlights institutions reaching the NHPI community.	12/01/2021	06/30/2022	YES	3/30/2023	
Enhance NHPI cultural awareness through engaging the AAPI ERG.	12/01/2021	06/30/2022	YES		6/30/2022
Responsible Official(s)					
Title	Name		Performance Standards Address the Plan? (Yes or No)		
Director, Equity, Diversity and Inclusion Office	Willisa Donald		YES		
Director, Human Resource Directorate	Christine Enriquez, Colonel		YES		
Planned Activities Toward Completion of Objective					
Target Date	Planned Activities	Modified Date	Completion Date		
03/15/2022	Conduct in-depth barrier analysis in collaboration with the AAPI ERG to identify policies and practices that may prevent advancement in the representation of NHPIs at DTRA.	12/31/2022			
05/15/2022	Develop a list of Universities and Institutions for specific mission skillsets reaching the NHPI community.	11/30/2022			

06/30/2022	Develop a Recruitment and Outreach Plan for NHPI.	3/30/2023	
06/30/2022	Conduct Federal Agency research of <i>Best Practices</i> for NHPI recruitment, retention, and fostering professional development opportunities targeting the NHPI workforce and develop a report regarding findings.	6/30/2023	
06/30/2022	Review hiring, promotion, and career development programs from other Federal Agencies and private sector companies to benchmark best practices.	4/30/2023	
08/15/2022	Develop and provide workshops, brown bags and seminars to promote cultural awareness of NHPI cultures.	6/30/2023	

### Report of Accomplishments

Fiscal Year	Accomplishments
2022	<p>Messaged DTRA's mission to junior officers and DoD Civilians worldwide. Provided insight into DTRA's mission, shared accomplishments of the DTRA D&amp;I Council and ERGs as best practices to cadets from the United States Military Academy at West Point; US Naval Academy, and US Air Force Academy. During these mentoring sessions, provided advice to our next generation of diverse junior leaders, so they may positively impact the command climate in their organizations.</p> <p>Asian American Pacific Islander (AAPI);</p> <ul style="list-style-type: none"> <li>✓ Created a Lunar New Year video and blog that were uploaded the ERG page that described how certain Asian countries celebrate this holiday.</li> <li>✓ AAPI Heritage month celebrations included; a Senior Leader Round table, video/webcast of “Why Mannerisms Matter to our Success,” and an AAPI Awards Ceremony for the “Spirit of the 442<sup>nd</sup> Infantry Regiment Military Awards” and “Senator Daniel K. Inouye Outstanding Civilian Awards.” o Including D&amp;I Co-Chair COL Christine Enriquez as guest speaker for the AAPI Heritage Month for the Military District of Washing Equal Opportunity Team at Fort Belvoir.</li> <li>✓ Designed a collaborative art piece for the Women’s ERG “Women’s Equality Day” Art Gallery.</li> <li>✓ Participated in the DTRA EI “ERG Diversity Training Symposium”</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Attended in the Asian American Government Executive Network Leadership Workshop</li> </ul>
2021	<p><b>Asian American and Pacific Islander Employee Resource Group (AAPI):</b> In FY21, the group hosted events, distributed Agency wide information, and created awards. AAPI ERG celebrated Asian American and Pacific Islander Heritage Month, Filipino American Heritage Month, and also posted a blog on the DTRA1 site about Lunar New Year. The AAPI ERG came together and created a Heritage Cookbook, as well as, having a cooking demonstration for AAPI Heritage Month that had recipes from different Asian cultures that were AAPI staples or well-known foods.</p> <p>Some of their May Heritage Month events included:</p> <ul style="list-style-type: none"> <li>✓ Senior Leader Round Table</li> <li>✓ Cultural display</li> <li>✓ Virtual cooking demonstrations</li> <li>✓ Published a cookbook</li> <li>✓ Combatting Anti-Asian Violence talk</li> <li>✓ Hosted the first ever AAPI Heroes and Award Ceremony</li> </ul> <p>The ERG instituted annual DTRA AAPI Recognition Awards with the Spirit of the 442nd Infantry Regiment Award and the Senator Daniel K. Inouye Outstanding Civilian Award. The AAPI ERG reviewed Agency data to establish a base line for workforce demographics and participated in DTRA Talent Acquisition Program (TAP) &amp; Outreach events at the Stanford University Job Fair, West Point, and Women in Tech Symposium.</p> <p>The former AAPI ERG lead joined the Pan Pacific American Leaders &amp; Mentors (PPALM) - established in March 2006, as an outreach mentoring endeavor.</p>

**MD-715 – Part I #6**  
**Agency EEO Plan to Eliminate Identified Barrier**

<b>DTRA TWO OR MORE RACES WORKFORCE</b>		
<b>Source of the Trigger</b>	<b>Specific Workforce Data Table</b>	<b>Narrative Description of Trigger</b>
		<p><b>DTRA’s Total workforce</b> for FY22 consisted of 1,361 individuals a decrease of 119 (8.04%) workforce members in comparison with FY21. The Two or More Races workforce consisted of eight (8) (0.59%) Males and four (4) (0.29%) Females. The Two or More Races Female workforce representation increased by 0.18% in comparison with FY21. The Two or More Races Male workforce representation increased by 0.09% in comparison with FY21. The representation of Two or More Races Males and Females is significantly lower than the Two or More Races Male CLF of 1.05% and the Two or More Races Female CLF of 1.05%.</p>

<p><b>Two or More Races Workforce</b></p>	<p><b>Table A1, A8 and A16</b></p>	<p><b>Permanent workforce</b> for FY22 consisted of 1,335 individuals, a 8.18% decrease in comparison with FY21. The Two or More Races Male workforce consisted of eight (8) (0.60%) an increase of 0.26% in comparison with FY21. The Two or More Races Female workforce consisted of four (4) (0.09%) an increase of 0.09% in comparison with FY21. The representation of Two or More Races Males and Females was significantly lower than the CLF of 1.05%.</p> <p>The <b>Permanent workforce</b> Two or More Races Male participation rate 0.60% is broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Executives 0.76%;</li> <li>✓ Managers 0.00%;</li> <li>✓ Supervisors 0.00%;</li> <li>✓ Professionals 0.55%;</li> <li>✓ Technicians 0.00%; and</li> <li>✓ Administrative Workers 0.00%.</li> </ul> <p>The <b>Permanent workforce</b> Two or More Races Female participation rate 0.30% is broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Executives 0.00%;</li> <li>✓ Managers 1.52%;</li> <li>✓ Supervisors 0.00%;</li> <li>✓ Professionals 0.28%;</li> <li>✓ Technicians 0.00%; and</li> <li>✓ Administrative Workers 0.00%.</li> </ul> <p><b>Senior-grade level</b> Two or More Races Male participation rates were as follows:</p> <ul style="list-style-type: none"> <li>✓ GS-14, two (2) (0.53) a decrease of 0.22% in comparison with FY21.</li> <li>✓ GS-15, two (2) (1.08%) an increase of 0.56% in comparison with FY21.</li> <li>✓ SES, no Two or More Races Male representation.</li> </ul> <p><b>Senior-grade level</b> Two or More Races Female participation rates were as follows:</p> <ul style="list-style-type: none"> <li>✓ GS-14, one (1) (0.27%) an increase of 0.02% in comparison with FY21.</li> <li>✓ GS-15, one (1) (0.54%), an increase of 0.54% in comparison with FY21.</li> <li>✓ SES, no Two or More Races Female representation.</li> </ul> <p>The participation rate of Two or More Races Male <b>New Hires</b> in the Total workforce was 1.78% in FY22, an increase of 1.27% in comparison with FY21.</p>
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	<p>The participation rate of Two or More Races Female <b>New Hires</b> in the Total workforce was 0.00% in FY22, no change in representation among New Hires is noted in comparison with FY21.</p> <p>The <b>Separation</b> rate for Two or More Races Males in the Total workforce was one (1) (0.53%) in comparison with 0.00% in FY21.</p> <p>The <b>Separation</b> rate for Two or More Races Female in the Total workforce was zero (0.00%) for FY22.</p> <p>Analysis of the <b>Time-Off Award</b> data revealed that Two or More Races Male received Time-Off Awards in all categories except as noted.</p> <ul style="list-style-type: none"><li>✓ No Two or More Races Males received a Time-Off award of 110 hours.</li><li>✓ No Two or More Races Males received a Time-Off award of 1120 hours.</li></ul> <p>Analysis of the <b>Time-Off Award</b> data revealed that Two or More Races Females received Time-Off Awards in all categories except as noted.</p> <ul style="list-style-type: none"><li>✓ No Two or More Races Females received a Time-Off award of 11-20 hours.</li><li>✓ No Two or More Races Females received a Time-Off award of 21-30 hours.</li></ul> <p>Analysis of the <b>Cash Award</b> data revealed that Two or More Races Males received Cash Awards in all categories.</p> <p>Analysis of the <b>Cash Award</b> data revealed that Two or More Races Females received Cash Awards in all categories except as noted.</p> <ul style="list-style-type: none"><li>✓ No Two or More Races Female received Cash Awards \$2000-\$2999.</li><li>✓ No Two or More Races Female received Cash Awards \$4000-\$4999.</li></ul> <p>Analysis of the <b>Quality Step Increases (QSI)</b> data indicates that no Two or More Races Males were recipients of Quality Step Increases in FY22. Further analysis of the Quality Step Increases data indicates that no Two or More Races Female were recipients of Quality Step Increases in FY22.</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>
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<p><b>Two or More Races</b></p> <p><b>Senior Executive Service</b></p>	<p><b>Table A-4</b></p>	<p>The Agency has 13 individuals in <b>SES positions</b>. There was no representation in SES positions for Two or More Races Males or Two or More Races Females.</p> <p>The <b>Permanent workforce</b> Two or More Races Male participation rate eight (8) (0.60%) is broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Executives 0.76%.</li> <li>✓ Managers 0.00%.</li> <li>✓ Supervisors 0.00%.</li> <li>✓ Professionals 0.55%.</li> <li>✓ Technicians 0.00%.</li> <li>✓ Administrative Workers 0.00%.</li> </ul> <p>The <b>Permanent workforce</b> Two or More Races Female participation rate four (4) (0.30%) is broken down as follows:</p> <ul style="list-style-type: none"> <li>✓ Executives 0.00%.</li> <li>✓ Managers 1.52%.</li> <li>✓ Supervisors 0.00%.</li> <li>✓ Professionals 0.28%.</li> <li>✓ Technicians 0.00%.</li> <li>✓ Administrative Workers 0.00%.</li> </ul> <p>Analysis of the Two or More Races Male workforce reveals there is no Two or More Races Male representation in GS-10 to GS-12. Additionally, there is no SES representation.</p> <p>Analysis of the Two or More Races Female workforce reveals there is no Two or More Races Female representation in GS-9 to GS-11. Additionally, there is no SES representation.</p> <p>The majority of Two or More Races Males seven (7) (87.5%) of the eight (8) permanent Two or More Races Males were in the GS-13 to GS-15 positions, placing them in the SES pipeline.</p> <p>The majority of Two or More Races Females four (4) (100%) of the four (4) permanent Two or More Races Females were in the GS12 to GS-15 positions, placing them in the SES pipeline.</p> <p>NOTE: The analysis was conducted based on the data provided by ADVANA.</p>
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**EEO Group(s) Affected by Trigger**

**DTRA TWO OR MORE RACES WORKFORCE**

**Barrier Analysis Process**



Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	YES	Analysis of Two or More Races workforce utilizing ADVANA Data.
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)	NO	
Exit Interview Data	NO	
Focus Groups	NO	
Interviews	NO	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO	
Other (Please Describe)	NO	

### Status of Barrier Analysis Process

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

### Statement of Identified Barrier(s)

#### Description of Policy, Procedure, or Practice

In FY22 the Agency workforce analysis identified a lower than anticipated participation rate of Two or More Races Males and Females in the DTRA workforce.

DTRA will need to determine the following:

- ✓ Why do Two or More Races Males and Females have a low participation rate in DTRA's permanent workforce?
- ✓ Why is there no Two or More Races Male representation in the GS-01 to GS-08 and GS10 to GS-13 pay grades?
- ✓ Why is there no Two or More Races Female representation in the GS-01 to GS-11 pay grades?
- ✓ Is underrepresentation related to underreporting?

Objective(s) and Dates for EEO Plan					
Objective	Date Initiated	Target Date	Sufficient Funding & Staffing?	Modified Date	Date Completed
Identify and address potential barriers within DTRA's Two or More Races workforce.	10/31/2021	05/31/2022	YES	12/31/2022	
Enhance Two or More Races cultural awareness through Special Emphasis Events celebrating multiple cultures.	11/15/2021	03/30/2022	YES	11/30/2022	
Initiate a re-survey campaign encouraging the workforce to self-identify.	12/15/2021	06/30/2022	YES	04/30/2023	
Responsible Official(s)					
Title	Name		Performance Standards Address the Plan? (Yes or No)		
Director, Equity, Diversity and Inclusion Office	Willisa Donald		YES		
Director, Human Resource Directorate	Christine Enriquez, Colonel		YES		
Planned Activities Toward Completion of Objective					
Target Date	Planned Activities	Modified Date	Completion Date		
02/15/2022	Develop and provide workshops, brown bags and seminars to promote cultural awareness of Two or More Races in the workplace.	1/31/2023			

04/30/2022	Conduct Federal Agency research of <i>Best Practices</i> for Two or More Races recruitment, retention, and fostering professional development opportunities targeting the Two or More Races workforce and develop a report regarding findings.	4/30/2023	
05/30/2022	Develop a Recruitment and Outreach Plan for Two or More Races.	5/30/2023	
06/30/2022	Conduct in-depth barrier analysis to identify policies and practices that may prevent advancement in the representation of Two or More Races at DTRA.	06/30/2023	
06/30/2022	Review the Career Development workforce data to determine if there are any barriers in Two or More Races applying and being selected for opportunities.	06/30/2023	
07/30/2022	Reviewing hiring, promotion, and career development programs from other Federal Agencies and private sector companies to benchmark best practices.	07/30/2023	

### Report of Accomplishments

Fiscal Year	Accomplishments
2022	The Women's ERG initiated barrier analysis which includes an analysis of all Female participation in the DTRA workforce, including Two or More Races. The representation of Two or More Races Males and Females increased during FY22.
2021	Workforce Analysis was initiated and identified a gap in Two or More Races representation limiting opportunities for advancement.

SPECIAL PLAN FOR RECRUITMENT,  
HIRING, ADVANCEMENT, AND  
RETENTION OF PERSONS  
WITH DISABILITIES

PART J

# MD-715 – Part J

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

### 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 <b>X</b> | No <b>0</b> |
| b. Cluster GS-11 to SES (PWD)  | Yes <b>0</b> | No <b>X</b> |

The GS-1 to GS-10 Cluster decreased in representation of PWD during FY22 (0.22) in comparison with FY21 (0.42%). The analysis also noted that representation of employees in Cluster GS-1 to GS-10 decreased in from 29 employees in FY21 to 14 employees in FY22.

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 0 | No <b>X</b> |
| b. Cluster GS-11 to SES (PWTD)  | Yes 0 | No <b>X</b> |

3. Describe how the Agency has communicated the numerical goals to the hiring Managers and/or recruiters.

Information regarding the numerical goals is shared with hiring officials and Managers during the Strategic Recruitment Discussions (SRDs) to improve the incorporation of information regarding special hiring authorities for veterans, disabled veterans and 30% or more disabled veterans, PWDs and PWTDs.

### 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 & 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 0

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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	1	0	0	Jacqueline Preliou-Holland Human Resource Specialist, jacqueline.s.preliouholland.civ@mail.mil
Answering questions from the public about hiring authorities that take disability into account	1	0	0	Cheryl B. Williams-Payton SEPM Program Manager Cheryl.b.williamspayton.civ@mail.mil
Processing reasonable accommodation requests from applicants and Employees	1	0	0	Sherry Parker Supervisory HR Specialist sherry.d.parker6.civ@mail.mil
Section 508 Compliance	1	0	0	James Taylor 508 Coordinator James.o.taylor52.civ@mail.mil
Architectural Barriers Act Compliance	1	0	0	Eric Reed, Facilities Plans and Space Management, AL-ELF Eric.c.reed8.civ@mail.mil

Special Emphasis Program for PWD and PWTD			0	Cheryl B. Williams-Payton SEPM Program Manager Cheryl.b.williamspayton.civ@mail.mil
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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 0

In FY22, the Disability Program Manager received one-on-one training designed to increase the knowledge and skills related to preparation of the MD-715 Part J and Applicant Flow Data.

**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*.

Yes **X**                      No 0

**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.

DTRA Outreach Team partnered with the Department of Defense’s Operation Warfighter (OWF) Program. In FY22, DTRA participated in four Employment and Education Initiatives (E2I) & Operation Warfighter (OWF) Programs, the inaugural virtual event, two additional virtual and one in-person event, with a total of 455 OWF Internship candidates receiving positive DTRA brand-messaging and exposure of potential next generation workforce. At the career fairs, Persons with Disabilities (PWD) were able to provide their resumes and Schedule A letter to the Agency’s Disability Program Manager. DTRA Outreach participated in several successful Diversity, disabled, veteran, and STEM outreach engagements, resulting with over 7,000 participants introduced to the DTRA, DoD and Federal employment, Diversity, inclusion, culture and opportunities. Outreach collaboration with Handshake rendered over 80 various nation-wide collegiate events with over 5,000 students, alumni and facilities whom attended DTRA presentations of Agency Overview, Question & Answer sessions, navigation and exploration of [www.USAJOBS.gov](http://www.USAJOBS.gov). Utilizing the Agency Strategic Plan along with the Equity, Diversity and

Inclusion Office Diversity Hiring Guidance, DTRA Outreach ensured, facilitated and created open-dialogue for DTRA leaders, key stakeholders, hiring Managers and Employee Resources Groups (ERGs) to reach academia, corporate industry, infinity groups, communities and under-represented groups through outreach efforts.

The Selective Placement Program Coordinator (SPCC) coordinated with hiring Managers to consider hiring noncompetitive applicants before announcing the job on USAJobs.gov.

DTRA Outreach Team and EI Offices met bi-weekly to discuss the various virtual outreach opportunities.

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.

During FY22 the Agency used the following authorities to hire persons with disabilities:

1. Schedule A for PWD and PWTD
2. Pathways
3. Veterans with a 30% or greater disability rating
4. Workforce Recruitment Program
5. Operation Warfighter
6. Veterans’ Recruitment Appointment (VRA)

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.

The Agency USAJobs announcements included language informing applicants they can be considered under Schedule A. In the USAJobs announcements, we defined the position requirements and the required supporting documentation for Schedule A eligibility. Schedule A applicants must meet the specialized experience and best qualified category.

To ensure eligibility, the applicant must provide a signed Schedule A letter or other documentation that indicates 30 percent or more disabled. The Special Emphasis Program Manager/DPM provided the Schedule A Applicant’s resume to the HR Staffing Team, which is forwarded to a Hiring Official. This process was done outside of the USAJobs competitive all interested Schedule A Applicants have an immediate opportunity to be hired.

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 **X**      No 0    N/A 0



The HR Staffing Team incorporated information regarding special hiring authorities to recruit PWD and PWTD into the strategic recruitment discussions with hiring Managers. Strategic recruitment discussions occurred at the beginning of each hiring request. The Disability Program Manager provided disability-related training for Supervisors and hiring Managers that covered the hiring goals and special hiring authorities.

**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.

DTRA maintained partnerships with PWD/PWTD organizations (i.e., WRP, Operations Warfighter and other organizations that serve disabled Veterans). DTRA also utilized the Pathways program to recruit and fill positions within the Agency.

**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 0                      No **X**
- b. New Hires for Permanent Workforce (PWTD)                      Yes 0                      No **X**

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 **X**                      No 0
- b. New Hires for MCO (PWTD) Yes **X**                      No 0

Using the qualified applicant pool as the benchmark triggers were identified among PWD and PWTD new hires for the following MCO series.

- Security Administration 0800; PWD 6.02%
- International Relations 0131; PWD 5.73%, PWTD 1.27%
- Intelligence 0132; PWD 7.29%
- Human Resources Management 0201; PWD 5.67%, PWTD 1.70%
- Telecommunications 0391; PWD 10.00%, PWTD 0.00%
- Financial Administration 0501; PWD 0.00%, PWTD 0.00%
- Accounting 0510; PWTD 0.00%
- Budget Analysis 0560; PWD 2.76%, PWTD 0.55%
- Contracting 1102; PWD 6.98%
- Computer Science 1550; PWD 8.82%
- General Education Training 1701; PWD 10%,
- Training Instruction 1712; PWD 7.69%,
- Information Technology Management 2210; PWD 5.54%

NOTE: The analysis was conducted based on the data provided by USAStaffing.

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 <b>X</b> | No 0 |
| b. Qualified Applicants for MCO (PWTD) | Yes <b>X</b> | No 0 |

Using the qualified applicant pool as the benchmark triggers were identified among PWD and PWTD qualified internal applicants for the following MCO series.

- Security Administration 0800; PWD 7.76%
- International Relations 0131; PWD 6.67%
- Intelligence 0132; PWD 7.73%
- Human Resources Management 0201; PWD 6.83%
- Logistics Management 0346; PWTD 0.00%
- Financial Administration 0501; PWD 0.00%, PWTD 0.00%
- General Education Training 1701; PWD 10%, PWTD 0.00%
- Training Instruction 1712; PWD 11.11%
- Inventory Management 2010; PWD 9.09%, PWTD 0.00%
- Information Technology Management 2210; PWD 9.92%

NOTE: The analysis was conducted based on the data provided by USAStaffing.

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 <b>X</b> | No 0 |
|-----------------------------|--------------|------|

b. Promotions for MCO (PWTD)

Yes **X**

No 0

Using the qualified applicant pool as the benchmark triggers were identified among PWD and PWTD internal competitive promotions for the following MCO series.

- Security Administration 0800; PWD 0.00%, PWTD 0.00%
- International Relations 0131; PWD 0.00%, PWTD 0.00%
- Intelligence 0132; PWD 0.00%, PWTD 0.00%
- Logistics Management 0346; PWD 0.00%, PWTD 0.00%
- Telecommunications 0391; PWD 0.00%, PWTD 0.00%
- Financial Administration 0510; PWD 0.00%, PWTD 0.00%
- General Education Training 1701; PWD 0.00%, PWTD 0.00%
- Training Instruction 1712; PWD 0.00%, PWTD 0.00%
- Inventory Management 2010; PWD 0.00%, PWTD 0.00%
- Traffic Management 2130; PWD 0.00%, PWTD 0.00%
- Information Technology Management 2210; PWD 0.00%, PWTD 0.00%

NOTE: The analysis was conducted based on the data provided by USAStaffing.

## **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.

The Agency provided training for Managers and Supervisors with the goal of increasing their knowledge and equipping them with the tools and resources available for effectively managing PWD and PWTD Employees. Managers and Supervisors were encouraged to promote the career development of all Employees, including PWDs and PWTDs. The Disability Program Manager shared career development and advancement program information with PWD and PWTD Employees. The Disability Program Manager encouraged them to participate in the available career development and advancement programs.

### **B. Career Development Opportunities**

1. Please describe the career development opportunities that the Agency provides to its Employees.



Analysis of the available data indicated that there is a trigger in all career development programs for applicants and selections of PWDs.

NOTE: Analysis was conducted based on data provided by the Office of Human Resources.

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 <b>X</b> | No 0 |
| b. Selections (PWTD) | Yes <b>X</b> | No 0 |

Analysis of the available data indicated that there is a trigger in all career development programs for applicants and selections of PWTDs.

NOTE: Analysis was conducted based on data provide by the Office of Human Resources.

### **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, & Incentives (PWD)  | Yes <b>X</b> | No 0 |
| b. Awards, Bonuses, & Incentives (PWTD) | Yes <b>X</b> | No 0 |

The Agency identified triggers involving the percentage of PWDs and PWTDs who received Time Off Awards hours using the inclusion rate as the benchmark, as follows:

- PWTD whom received a Time Off Award of 1-10 hours
- PWD whom received a Time Off Award of 11-20 hours
- PWTD whom received a Time Off Award of 11-20 hours
- PWD whom received a Time Off Award of 31-40 hours
- PWTD whom received a Time Off Award of 31-40 hours

The Agency identified triggers involving the percentage of PWD and PWTD who received Cash Awards using the inclusion rate as the benchmark, as follows:

- PWD whom received a Cash Award \$500-\$999
- PWD whom received a Cash Award \$2,000-\$2,999
- PWTD whom received a Cash Award \$2,000-\$2,999
- PWTD whom received a Cash Award \$3,000-\$3,999
- PWD whom received a Cash Award \$4,000-\$4999
- PWTD whom received a Cash Award \$4,000-\$4,999
- PWD whom received a Cash Award \$5,000 or more
- PWTD whom received a Cash Award \$5,000 or more

NOTE: The analysis was conducted based on the data provided by ADVANA.

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 <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| b. Pay Increases (PWTD) | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

A total of 71 Quality Step Increases were awarded. The Agency identified triggers regarding PWD and PWTD.

NOTE: The analysis was conducted based on the data provided by ADVANA.

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 <input type="checkbox"/> | No <input type="checkbox"/> | N/A <input checked="" type="checkbox"/> |
| b. Other Types of Recognition (PWTD) | Yes <input type="checkbox"/> | No <input type="checkbox"/> | N/A <input checked="" type="checkbox"/> |

**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 **X**            No 0
  - ii. Internal Selections (PWD)                    Yes **X**            No 0
- b. Grade GS-15
  - i. Qualified Internal Applicants (PWD)            Yes **X**            No 0
  - ii. Internal Selections (PWD)                    Yes **X**            No 0
- c. Grade GS-14
  - i. Qualified Internal Applicants (PWD)            Yes **X**            No 0
  - ii. Internal Selections (PWD)                    Yes **X**            No 0
- d. Grade GS-13
  - i. Qualified Internal Applicants (PWD)            Yes **X**            No 0
  - ii. Internal Selections (PWD)                    Yes **X**            No 0

The Agency identified a potential trigger for PWD qualified internal applicants for internal competitive promotions based the fact that the required benchmarks are not available in order to complete the analysis.

NOTE: The analysis was conducted based on the data provided by ADVANA and the Office of Human Capital.

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 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
  - iii. Qualified Internal Applicants (PWTD)      Yes **X**      No **0**
  - iv. Internal Selections (PWTD)                      Yes **X**      No **0**
- b. Grade GS-15
  - v. Qualified Internal Applicants (PWTD)      Yes **X**      No **0**
  - vi. Internal Selections (PWTD)                      Yes **X**      No **0**
- c. Grade GS-14
  - vii. Qualified Internal Applicants (PWTD)      Yes **X**      No **0**
  - viii. Internal Selections (PWTD)                      Yes **X**      No **0**
- d. Grade GS-13
  - ix. Qualified Internal Applicants (PWTD)      Yes **X**      No **0**
  - x. Internal Selections (PWTD)                      Yes **X**      No **0**

The Agency identified a potential trigger for PWTD qualified internal applicants for internal competitive promotions based the fact that the required benchmarks are not available in order to complete the analysis.

NOTE: The analysis was conducted based on the data provided by ADVANA and the Office of Human Capital.

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 **X**      No **0**
- b. New Hires to GS-15 (PWD)                              Yes **X**      No **0**
- c. New Hires to GS-14 (PWD)                              Yes **X**      No **0**
- d. New Hires to GS-13 (PWD)                              Yes **X**      No **0**

The Agency identified a potential trigger for PWD New Hires based the fact that the required benchmarks are not available in order to complete the analysis.

NOTE: The analysis was conducted based on the data provided by ADVANA and the Office of Human Capital.



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.

- |                              |              |      |
|------------------------------|--------------|------|
| e. New Hires to SES (PWTD)   | Yes <b>X</b> | No 0 |
| f. New Hires to GS-15 (PWTD) | Yes <b>X</b> | No 0 |
| g. New Hires to GS-14 (PWTD) | Yes <b>X</b> | No 0 |
| h. New Hires to GS-13 (PWTD) | Yes <b>X</b> | No 0 |

The Agency identified a potential trigger for PWTD New Hires based the fact that the required benchmarks are not available in order to complete the analysis.

NOTE: The analysis was conducted based on the data provided by ADVANA and the Office of Human Capital.

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 <b>0</b> | No <b>X</b> |
| ii. Internal Selections (PWD)          | Yes <b>0</b> | No <b>X</b> |

b. Managers

- |  |              |             |
|--|--------------|-------------|
| i. Qualified Internal Applicants (PWD) | Yes <b>0</b> | No <b>X</b> |
| ii. Internal Selections (PWD)          | Yes <b>0</b> | No <b>X</b> |

c. Supervisors

- |  |              |      |
|--|--------------|------|
| i. Qualified Internal Applicants (PWD) | Yes <b>X</b> | No 0 |
| ii. Internal Selections (PWD)          | Yes <b>X</b> | No 0 |

The Agency identified a potential trigger for PWD Qualified Internal Applicants/Selectees based the fact that the required benchmarks are not available in order to complete the analysis.

The Agency has no employees whom are coded as Managers. During FY22, there were no Executive internal promotions.

NOTE: The analysis was conducted based on the data provided by ADVANA and the Office of Human Capital.

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 **0**      No **X**
- ii. Internal Selections (PWTD)              Yes **0**      No **X**

b. Managers

- i. Qualified Internal Applicants (PWTD)      Yes **0**      No **X**
- ii. Internal Selections (PWTD)              Yes **0**      No **X**

c. Supervisors

- i. Qualified Internal Applicants (PWTD)      Yes **X**      No **0**
- ii. Internal Selections (PWTD)              Yes **X**      No **0**

The Agency identified a potential trigger for PWTD Qualified Internal Applicants/Selectees based the fact that the required benchmarks are not available in order to complete the analysis.

The Agency has no employees whom are coded as Managers. During FY22, there were no Executive internal promotions.

NOTE: The analysis was conducted based on the data provided by ADVANA and the Office of Human Capital.

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 **0**      No **X**
- b. New Hires for Managers (PWD)              Yes **0**      No **X**
- c. New Hires for Supervisors (PWD)              Yes **X**      No **0**

The Agency identified a potential trigger for PWD New Hires due to the fact that the required benchmarks are not available in order to complete the analysis.

The Agency has no employees whom are coded as Managers. During FY22, there were no Executive New Hires.

NOTE: The analysis was conducted based on the data provided by ADVANA and the Office of Human Capital.

8. Using the qualified applicant pool as the benchmark, does your Agency have a trigger involving PWTB among the selectees for new hires to Supervisory positions? If “yes”, describe the trigger(s) in the text box.

- |                                     |              |             |
|-------------------------------------|--------------|-------------|
| a. New Hires for Executives (PWTB)  | Yes <b>0</b> | No <b>X</b> |
| b. New Hires for Managers (PWTB)    | Yes <b>0</b> | No <b>X</b> |
| c. New Hires for Supervisors (PWTB) | Yes <b>X</b> | No <b>0</b> |

The Agency identified a potential trigger for PWD New Hires due to the fact that the required benchmarks are not available in order to complete the analysis.

The Agency has no employees whom are coded as Managers. During FY22, there were no Executive New Hires.

NOTE: The analysis was conducted based on the data provided by ADVANA and the Office of Human Capital.

### **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 **X**      No **0**      N/A **0**

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 <b>X</b> | No <b>0</b> |
| b. Involuntary Separations (PWD) | Yes <b>X</b> | No <b>0</b> |

The Agency identified a trigger regarding Voluntary Separations PWD (16.42%).

Additionally, the Agency identified a trigger regarding Involuntary Separations PWD (0.50%).

NOTE: The analysis was conducted based on the data provided in the EEOC MD-715 table.

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 **X** No **0**
- b. Involuntary Separations (PWTD) Yes **0** No **X**

The Agency identified a trigger regarding Voluntary Separations PWTD (14%).

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*.

The available Agency exit interview results does not contain information regarding why PWDs or PWTDs separated from the Agency during FY22.

**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://www.DTRA.mil/Mission/Equity-Diversity-and-Inclusion-Office/>

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://www.DTRA.mil/Mission/Equity-Diversity-and-Inclusion-Office/Accessibility/>

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 Executive Order 13583 established a coordinated, Government-wide initiative to promote Diversity and inclusion in the Federal workforce. During FY22, the Diversity and Inclusion (D&I) Council and the Employee Resource Groups (ERGs) continued working to build an inclusive workforce.

All six of the ERGs established action plan which included steps toward improving the culture and educating the DTRA workforce regarding their perspective focus group. During FY22 the ERGs began to receive barrier analysis training from the Office of Equity, Diversity and Inclusion. The ERGs were provided data and tasked with initiating trigger analysis. The Women's ERG identified four (4) triggers related to women in the DTRA workforce. Currently they are preparing to initiate barrier analysis into two (2) of the identified triggers.

### **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.)

The average time frame for processing initial requests for reasonable accommodations during the reporting period was 30 calendar 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.

DTRA's Reasonable Accommodation Program (RA) provided requestors an approval within 30 calendar days. In August 2022, HR revised its Reasonable Accommodation Handbook in accordance with guidance from the Equal Employment Opportunity Commission (EEOC). The revised procedures are posted on DTRA's external website, <https://www.DTRA.mil/Work-With-Us/Pay-and-Benefits/>.

The Agency processed 6 RA requests, which included a combination of assistive technologies, sit/stand workstations, ergonomic chairs, extra laptop and dragon software. The RA coordinator worked closely with the Information Management and Technology Directorate and the Acquisition and Logistics Directorate to provide approved accommodations for individuals, such as sit/stand workstations, ergonomic chairs; extra laptop, dragon software and coordinated with the Environmental, Safety and Occupational Health Office (ES) to ensure ergonomic assessments were conducted upon request. The Agency provided Sign

Language Interpreter (SLI) services for workplace meetings, conferences, training, and special events. The Agency maintained an SLI log which tracked expenditures for all events and requirements, facilitating participation in over 728 events during FY22.

## **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.

DTRA did not receive any requests for PAS during FY22.

## **Section VI: EEO Complaint and Findings Data**

### **A. EEO Complaint data involving Harassment**

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 0      No **X**      N/A 0

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 0      No **X**      N/A 0

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.

During FY22 there were no complaints alleging harassment based on disability status that resulted in a finding of discrimination or settlement agreement.

### **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 0      No **X**      N/A 0

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 0      No **X**      N/A 0

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.

## 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?

Yes **X**      No 0

2. Has the Agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Yes **X**      No 0      N/A 0

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.

<b>Trigger 1</b>	The lower than anticipated participation of New Hire PWDs 3 (0.42%) in the GS-1 to GS-10 Cluster.
<b>Trigger 2</b>	The lower than anticipated participation of PWD and PWTD in regard to new hires in Mission Critical Occupations (MCO).
<b>Trigger 3</b>	The lower than anticipated participation of PWD and PWTD as qualified internal applicants for Internal Competitive Promotions among MCOs.
<b>Trigger 4</b>	There is a potential trigger regarding PWD and PWTD selectees for Internal Applicants/Selectees for Promotions to the senior grade levels, as not all of the data required for the analysis is available.
<b>Trigger 5</b>	There is a potential trigger regarding New Hires of PWD and PWTD to Senior grade levels, as not all of the required data is available to conduct the analysis.
<b>Trigger 6</b>	There is a potential trigger regarding promotions of PWD and PWTD to Supervisory positions, as not all of the required data is available to conduct the analysis.
<b>Trigger 7</b>	There is a potential trigger regarding PWD and PWTD New Hires to Supervisory positions, as not all of the required data is available to conduct the analysis.

<b>Barrier(s)</b>	Required data is unavailable to conduct required analysis. No barrier has been identified at this time in regard to the lower than anticipated representation.	
<b>Objective(s)</b>	Obtain the required data to conduct the analysis and identify specific triggers, barriers and resolutions. Conduct barrier analysis to identify barriers related to the lower than anticipated representation.	
<b>Responsible Official(s)</b>		<b>Performance Standards Address the Plan? (Yes or No)</b>
Willisa Donald Director, Equity, Diversity and Inclusion Office (EI)		NO
Christine Enriquez, Colonel, United States Army Director, Human Resource Directorate		NO
Mary Lynn Dickson Affirmative Employment Program Manager		YES
<b>Barrier Analysis Process Completed? (Yes or No)</b>		<b>Barrier(s) Identified? (Yes or No)</b>
NO		NO
<b>Sources of Data</b>	<b>Sources Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables	YES	Analysis of the Disability workforce utilizing ADVANA Data, USA Staffing Data and EEOC MD-715 Tables.
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)	NO	
Exit Interview Data	YES	



Focus Groups	NO			
Interviews	NO			
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO			
Other (Please Describe)	NO			
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/30/2022	Meet with Human Resources to define specific data needs.	YES	12/31/2022	
06/30/2022	Coordinate with Human Resources for development of specified data reports.	YES	6/30/2023	
09/30/2022	Spot check data reports by conducting MD-715 analysis to identify additional needs.	YES	12/31/2022	
10/15/2022	Receive all required data to complete the MD-715 required analysis.	YES	9/30/2023	
Fiscal Year	Accomplishments			
2022	<p>During FY22, additional data became available via USAStaffing for the preparation of the MD-715 and for barrier analysis. USAStaffing data for FY22 included Mission Critical Occupations with distribution by RNO and Disability.</p> <p>The EI Office participated in discussions with HR and demonstrations of potential Data Dashboards during FY22, and met with the individual whom is creating the Data Dashboards to provide additional input.</p>			
2021	<p>Created Disability Etiquette in the Workplace Toolkit</p> <p>Created Quick Guide for Assisting PWDs in an Emergency</p> <p>Finalized the Disability Strategic Plan and developed the FY2021 Disability Implementation Plan.</p> <p>Developed a Disability Employment Program Training for Supervisors and Hiring Managers</p>			

	<p>Facilitated the Department of Labor Hiring Authorities training</p> <p>Developed Veterans Toolkit for Supervisors and Hiring Managers</p> <p>Created a Special Emphasis Program Overview Guide</p> <p>Hired two Workforce Recruitment Program Interns during COVID.</p> <p>Conducted two Disability Brown Bag sessions to inform Supervisors of the program and how to hire a student/PWDs.</p> <p>Utilized the OPM Feds Hire Vets website for ideas on how to reach Veterans and disabled Veterans.</p> <p>Analysis of Table B1 demonstrates that the Disability Workforce increased in representation from 24 PWTD (1.87%) in FY20 to PWTD 51 (3.45%) in FY21. Thus there was no trigger as it relates to the PWTD permanent workforce for FY21.</p> <p>Analysis of Table B1 Separation data utilizing the inclusion rate as the benchmark indicates that DTRA there was no trigger related to separations of PWD and PWTDs for FY21.</p> <p>All triggers were resolved during FY21 with the data analysis indicating that the Agency met the benchmarks affiliated with each previously identified trigger. Additionally the ERGs will continue to assist with trend analysis for MCO new hires and qualified internal applicants for PWDs and PWTDs.</p>
2020	<p>In FY20, the EI Office continued to manage the WRP. Three college students were hired for temporary summer employment and placed in various Directorates utilizing their skills to support the mission. Two WRP interns were permanently hired into government positions.</p> <p>The Agency partnered with the Department of the Blind and Vision Impairment (DBVI) and the Department for Aging and Rehabilitation Services (DARS) to host a virtual training for the workforce.</p> <p>The EI Office hosted a Disability Awareness and Etiquette Training to educate the workforce on the Disability laws that support PWDs from being discriminated against, different hiring authorities for PWDs, reasonable accommodations, and areas that are required by law, and the proper ways to interact with PWDs.</p> <p>The EI Office hosted a Veterans Day Celebration to honor Veterans in the Agency for their service. The theme was, "Honoring Those Who Served." Sgt.Maj. Michael Mack, guest speaker, shared stories of his success and determination with thought provoking topics on Teamwork, Peace, Joy and</p>

	<p>Purpose. A video was created to celebrate the accomplishments of Veterans and to reflect on the services they provided.</p> <p>The EI Office created two toolkits (Veterans Employment and Workforce Recruitment Program (WRP)) for Supervisors and Managers to assist in understanding the special hiring authorities, bring awareness of the programs and the benefits to the interns in the Agency. The WRP toolkit was provided to PWD ERG to utilize when conversing with Managers and Supervisors.</p> <p>The EI Office developed a Recruitment and Outreach Plan. The plan includes information for PWDs to include schools, universities and institutions for partnership and recruitment of PWDs/PWTDs.</p> <p>The EI Office provided information to Schedule A applicants regarding the hiring process and provide them with a Schedule A fact sheet. Also, the Special Emphasis Program Manager held telephone conversations with Schedule A applicants to discuss the Schedule A hiring process.</p>
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1. Please explain the factor(s) that prevented the Agency from timely completing any of the planned activities.

Although, many steps were taken in FY22 that granted the EI Office access to data software systems, and the data provided by the Office of Human Capital (OHC), all of the required data for completion of the MD-715 was available.

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

3. 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.

<b>Trigger 8</b>	Lower than anticipated participation of PWD and PWTD as follows: PWTD Time-Off Awards of 1-10 Hours; PWD/PWTD Time-Off Awards 11-20; and PWD/PWTD Time-Off Award 31-40 hours.
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<b>Trigger 9</b>	Lower than anticipated participation in receipt of Cash Awards: PWD \$500-\$999; PWD \$2000-\$2999; PWTD \$3000-\$3999, PWD/PWTD \$4000-\$4999; and PWD/PWTD \$5000-\$5999.	
<b>Trigger 10</b>	Lower than anticipated participation of PWD and PWTD receiving Quality Step Increases.	
<b>Barrier(s)</b>	No barrier has been identified at this time.	
<b>Objective(s)</b>	Identify specific barriers and resolutions.	
<b>Responsible Official(s)</b>		<b>Performance Standards Address the Plan? (Yes or No)</b>
Willisa Donald Director, Equity, Diversity and Inclusion Office (EI)		NO
Christine Enriquez, Colonel, United States Army Director, Human Resource Directorate		NO
Mary Lynn Dickson Affirmative Employment Program Manager		YES
<b>Barrier Analysis Process Completed? (Yes or No)</b>		<b>Barrier(s) Identified? (Yes or No)</b>
NO		NO
<b>Sources of Data</b>	<b>Sources Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables	YES	Analysis of the Disability workforce utilizing EEOC MD-715 B Tables and ADVANA Data.
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)	NO	
Exit Interview Data	NO	

Focus Groups	NO			
Interviews	NO			
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO			
Other (Please Describe)	NO			
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
03/30/2021	Conduct analysis of workforce data by Directorate to identify trends.	YES	06/01/2023	
04/30/2021	Engage with Human Resources to review Supervisor and Manager Awards Training.	YES	07/01/2023	
05/30/2021	Engage with Disability Program Manager to ensure that Disability Training for Supervisors and Managers addresses the provision of Awards.	YES	07/01/2023	
Fiscal Year	Accomplishments			
2022	The Directorate and ERG workforce briefs were initiated and are in the process of being completed. The EI Office met with the ERGs and provided their leaders with Barrier Analysis instruction, the MD-715 A & B tables, and the EEOC Trigger Tables. The ERGs have begun a review of this data to identify potential triggers for further analysis.			

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

Although, the EI Office was provided access to various data systems during FY22 not all required data was available with which to complete our action plans.

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

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3. 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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<b>Trigger 11</b>	The lower than anticipated participation of PWD and PWTD applicants and selectees in Career Development Programs.	
<b>Barrier(s)</b>	To date no barrier has been identified.	
<b>Objective(s)</b>	Identify barriers and resolutions for PWD and PWTD participation in Career Development Programs.	
<b>Responsible Official(s)</b>		<b>Performance Standards Address the Plan? (Yes or No)</b>
Willisa Donald Director, Equity, Diversity and Inclusion Office (EI)		No
Christine Enriquez, Colonel, United States Army Director, Human Resource Directorate		No
<b>Barrier Analysis Process Completed? (Yes or No)</b>		<b>Barrier(s) Identified? (Yes or No)</b>
No		No
<b>Sources of Data</b>	<b>Sources Reviewed? (Yes or No)</b>	<b>Identify Information Collected</b>
Workforce Data Tables	YES	Workforce Career Development data provided by Office of Human Resources.
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)	NO			
Exit Interview Data	NO			
Focus Groups	NO			
Interviews	NO			
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO			
Other (Please Describe)	NO			
<b>Target Date (mm/dd/yyyy)</b>	<b>Planned Activities</b>	<b>Sufficient Staffing &amp; Funding (Yes or No)</b>	<b>Modified Date (mm/dd/yyyy)</b>	<b>Completion Date (mm/dd/yyyy)</b>
12/31/2021	Facilitate a meeting with HR to ensure all career development announcements contain information for PWD/PWTDs in need of accommodations.	YES	12/15/2022	
03/30/2022	Conduct analysis of workforce data by Career Development Program to identify trends.	YES	11/30/2022	
06/30/2022	Conduct analysis of workforce data by Directorate to identify trends.	YES	05/30/2023	
07/30/2022	Engage with Disability Program Manager to ensure that Disability Training for Supervisors and Managers address the participation of PWD/PWTDs in Career Development Programs.	YES	01/31/2023	
09/30/2022	Conduct benchmarking with other Federal agencies regarding Career Development Programs specifically designed for PWD and PWTDs.	YES	06/30/2023	

<b>Fiscal Year</b>	<b>Accomplishments</b>
2022	Analysis of Career Development data for the workforce and ERGs was initiated during FY22, and is ongoing as requested data is received.

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

Although, the EI Office was provided access to various data systems during FY22 not all required data was available with which to complete our action plans.

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

3. 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.

<b>Trigger 12</b>	The higher than anticipated percentage of voluntary and involuntary separations for PWD and PWTD.	
<b>Barrier(s)</b>	To date no barrier has been identified.	
<b>Objective(s)</b>	Identify barriers and resolutions for PWD and PWTD related to voluntary and involuntary separations.	
	<b>Responsible Official(s)</b>	<b>Performance Standards Address the Plan? (Yes or No)</b>
	Willisa Donald Director, Equity, Diversity and Inclusion Office (EI)	NO
	Christine Enriquez, Colonel, United States Army Director, Human Resource Directorate	NO
	Mary Lynn Dickson Affirmative Employment Program Manager	YES
	<b>Barrier Analysis Process Completed? (Yes or No)</b>	<b>Barrier(s) Identified? (Yes or No)</b>



NO		NO			
Sources of Data		Sources Reviewed? (Yes or No)	Identify Information Collected		
Workforce Data Tables		YES	Analysis of the Disability workforce utilizing EEOC MD-715 B Tables.		
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)		NO			
Exit Interview Data		YES	No Disability or Reasonable Accommodation information was included in the Exit Interview Data.		
Focus Groups		NO			
Interviews		NO			
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		NO			
Other (Please Describe)		NO			
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)	
09/30/2023	Coordinate with the Office of Human Capital to determine if expanded Exit Interview Data is available.	YES			
09/30/2023	Review Exit Interview questions to determine if Disability or Reasonable Accommodation information is collected.	YES			
12/31/2023	Analyze Separations data to identify trends.	YES			
Fiscal Year	Accomplishments				

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

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

3. 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.



AGENCY TOTAL  
WORKFORCE ANALYSIS

# AGENCY TOTAL WORKFORCE ANALYSIS

In FY22, the DTRA civilian workforce was 1,361, a decrease of 119 (8.04%) from FY21 (1480). The total workforce was comprised of 1,335 permanent employees and 26 temporary employees. Although, the permanent workforce decreased by 119 individuals; there was no change in the number of employees within the temporary workforce.

The Agency experienced changes in multiple areas of the workforce in FY22. DTRA's participation rate for Females declined from 521 (35.20%) in FY21 to 463 (34.02%), a decrease of 1.18%, and remains significantly below the CLF of 48.21%.

The Hispanic Male participation rate in FY22 was 4.92%, an increase of 0.12% in comparison with FY21. Although, DTRA experienced an increase in Hispanic Male representation in FY22, representation in the workforce remains significantly below the CLF of 6.82%. The overall Hispanic Female participation rate in FY22 was 2.42%, an increase of 0.06% in comparison with FY21. Although, DTRA experienced an increase in Hispanic Female representation in FY22, representation in the workforce remains significantly below the CLF of 6.16%.

The participation rate of White employees declined from 1000 or (67.57%) in FY21 to 911 or (66.94%) in FY22.

The participation rate of Black/African American (AA) employees decreased from 261 or (17.64%) in FY21 to 241 or (17.71%) in FY22.

The participation rate of Asian employees decreased from 91 or (6.15%) in FY21 to 83 or (6.10%) in FY22.

The participation rate of Native Hawaiian or Other Pacific Islander participation rate decreased from five (5) or (0.34%) in FY21 to four (4) or (0.29%) FY22.

The participation rate of American Indian or Alaska Natives increased from eight (8) or (0.55%) in FY21 to ten (10) or (0.73%) in FY22.

The participation rate for Two or More Races increased from nine (9) or (0.61%) in FY21 to 12 or (0.61%) in FY22. Regarding the increase in representation for Two or More Races, the EEOC instructed the Agency's ADVANA point of contact, that for FY22 all employees whom did not indicate a race should be classified as Two or More Races.

The chart below identifies the areas of low participation within the DTRA workforce according to the EEOC MD-715 A & B Tables:

	FY18		FY19		FY20		FY21		FY22		2014 - 2018 CLF
	#	%	#	%	#	%	#	%	#	%	%
<b>Total Males</b>	894	65.49%	849	64.86%	834	64.9%	959	64.8%	898	65.98%	<b>51.79%</b>
<b>Total Females</b>	471	34.51%	460	35.14%	451	35.1%	521	35.2%	463	34.02%	<b>48.21%</b>
<b>Hispanic Males</b>	19	1.39%	50	3.82%	56	4.36%	71	4.8%	67	4.92%	<b>6.82%</b>
<b>Hispanic Females</b>	17	1.25%	27	2.06%	29	2.26%	35	2.36%	33	2.42%	<b>6.16%</b>
<b>White Males</b>	669	49.01%	628	47.98%	608	47.32%	698	47.16%	649	47.69%	<b>35.65%</b>
<b>White Females</b>	273	20.37%	263	20.09%	255	19.84%	302	20.41%	262	19.25%	<b>31.82%</b>
<b>Black/AA Males</b>	118	8.64%	121	9.24%	118	9.18%	124	8.38%	118	8.67%	<b>5.7%</b>
<b>Black/AA Females</b>	113	8.28%	131	10.01%	128	9.96%	137	9.26%	123	9.04%	<b>6.61%</b>
<b>Asian Males</b>	35	2.56%	37	2.84%	41	3.19%	53	3.58%	48	3.53%	<b>2.19%</b>
<b>Asian Females</b>	26	1.9%	31	2.37%	30	2.33%	38	2.57%	35	2.57%	<b>2.18%</b>
<b>NHPI Male</b>	1	0.07%	2	0.15%	2	0.16%	1	0.07%	1	0.07%	<b>0.08%</b>
<b>NHPI Female</b>	3	0.22%	3	0.23%	3	0.23%	4	0.27%	3	0.22%	<b>0.08%</b>
<b>AIAN Male</b>	3	0.22%	5	0.38%	5	0.39%	6	0.41%	7	0.51%	<b>0.31%</b>
<b>AIAN Female</b>	1	0.07%	2	0.15%	2	0.16%	2	0.14%	3	0.22%	<b>0.31%</b>
<b>Two Or More Races Males</b>	49	3.59%	6	0.46%	4	0.31%	6	0.41%	8	0.59%	<b>1.05%</b>
<b>Two Or More Races Females</b>	33	2.42%	3	0.23%	4	0.31%	3	0.2%	4	0.29%	<b>1.05%</b>

Note: The EEOC utilizes the 2014-2018 CLF for preparation of the MD-715 A & B Tables.

## PARTICIPATION FOR GENERAL SCHEDULE GRADES

- The DTRA Total workforce was made up of 1335 permanent employees and 26 Temporary employees for a total workforce of 1361 employees.
- The GS-01 to GS-11 grades contained 70 employees, or 5.14% of the permanent workforce. The majority of the GS-01 to GS-11 workforce was located in the GS-11 positions.

- The GS-12 to GS-15 grades contained the majority of DTRA employees, 1149 employees, or 84.42 of % of the permanent workforce. The majority of the workforce was located in the GS-13 positions.
- There were a total of 898 or 65.98% Males in the Agency workforce. The majority of the Male workforce was located in GS-13 and GS-14 positions.
- There were are a total of 463 or 34.02% Females in the Agency workforce. The majority of the Female workforce was located in GS-13 positions.
- There were a total of 911 White employees (Males 649, Females 262) in the Agency workforce. The majority of the White Male workforce was located in GS-13 (183; 40.67%) and GS-14 (194; 51.73%) positions. The majority of the White Female workforce was located in GS-13 (85; 18.89%) and GS-14 (77; 20.53%) positions.
- There were a total of 100 Hispanics (Males 67, Females 33) within the Agency workforce. The majority of the Hispanic Male workforce was located in GS-13 (25; 5.56%) positions. The majority of the Hispanic Female workforce was located in GS-13 (13; 2.89%) positions.
- There were a total of 241 Black/African Americans (Males 118, Females 123) within the Agency workforce. The majority of the Black/African American Male workforce was located in GS-13 (46; 10.22%) positions. The majority of the Black/African American Female workforce was located in GS-13 (62; 13.78%) positions.
- There were a total of 83 Asians (Males 48, Females 35) within the Agency workforce. The majority of the Asian Male workforce was located in the GS-13 (12; 2.67%) and GS-14 (15; 4%) positions. The majority of the Asian Female workforce was located in the GS-13 (14; 3.11%) and GS-14 (77; 2.93%) positions.
- There were a total of four (4) Native Hawaiians or Other Pacific Islanders (1 Male, 3 Females) within the Agency workforce. The Native Hawaiian or Other Pacific Islander Male workforce is solely represented in a GS-13 (1; 0.22%) position. The Native Hawaiian or Other Pacific Islander Female workforce was solely represented in GS-13 (2; 0.44%) and GS-14 (1; 0.27%) positions.
- There were a total of nine (9) American Indian or Alaska Natives (6 Males, 3 Females) within the Agency workforce. The majority of the American Indian or Alaska Native Male workforce were located in GS-13 (3; 0.67%) positions. The majority of the American Indian or Alaska Native Female workforce was located in GS-10 (1; 50%) and GS-15 (1; 0.54%) positions.
- There were a total of 12 Two or More Races (8 Males, 4 Females) within the Agency workforce. The majority of the Two or More Races Male workforce as located in GS-13 (3; 0.67%) and GS-14 (2; 0.53%) positions. The Two or More Races Female workforce was equally represented in the

GS-12 (1; 0.72%), GS-13 (1; 0.22%), GS-14 (1; 0.27%), and GS-15 (1; 0.54%) positions.

- There were a total of 204 (14.99%) PWDs and 51 (3.75%) PWTDS within the Agency workforce. The majority of PWDs were located in GS-13 (71; 15.78%) and GS-14 (56; 14.93%) positions. The majority of PWTDS were located in GS-13 (19; 4.22%) and GS-14 (14; 3.73%) positions. Additionally, the majority of PWTDS within the Agency workforce fell within the Targeted Disability category of Deaf or Serious Difficulty Hearing (17; 1.25%).

## **NEW HIRES**

- In FY22 the Agency hired a total of 225 new civilian employees, in comparison with 161 new civilian employees hired in FY21.
  - 80 Females (35.56%) in comparison to 67 Females (42%),
  - 145 Males (64.44%).
  - Females (6 Hispanic, 45 White, 21 Black/AA, 7 Asian, and 1 AIAN),
  - Males (7 Hispanic, 106 White, 21 Black/AA, 5 Asian, 2 AIAN, and 4 Two or More Races).
  - Disability included 34 PWD and 11 PWTDS.

## **SEPARATIONS**

- During FY22, 190 employees separated from the Agency, 114 Males and 76 Females.
  - Males (29 Resignation, 36 Retirement, and 49 Other Separation),
  - Women (15 Resignation, 21 Retirement and 39 Other Separation).
  - Disability included 34 PWD (1 Removal, 11 Resignations, 13 Retirement, and 9 Other Separation) and seven (7) PWTDS (1 Resignation, 5 Retirement, and 1 Other Separation).

## **EMPLOYEE RECOGNITION AND AWARDS**

- During FY22, 33 employees received Time-Off Awards of 1 to 10 hours; 19 (57.58%) Males, 14 (42.42%) Female, six (6) (2.99%) PWD. Time-Off Awards by RNO were broken down as follows:
  - Males (1 Hispanic, 14 White, 2 Black/AA, 1 Asian, and 1 AIAN).
  - Females (1 Hispanic, 6 White, 3 Black/AA, 3 Asian, and 1 Two or More Races).
- In FY22, 73 employees received Time-Off Awards of 11 - 20 hours; 38 (52.05%) Male, 35 (47.95%) Female, nine (9) (4.48 %), PWDs and two (2) (4 %) PWTDS. Time-Off Awards by RNO were broken down as follows:
  - Males (3 Hispanic, 30 White, 4 Black/AA, and 1 AIAN).
  - Females (2 Hispanic, 20 White, 11 Black/AA, and 2 Asian).
- During FY22, 142 employees received Time-Off Awards of 21-30 Hours; 86 (60.56%) Male, 35 (47.95%) Female, 27 (13.43%) PWDs and 8 (16%) PWTDS. Time-Off Awards by RNO were broken down as follows:
  - Males (3 Hispanic, 59 White, 17 Black/AA, 4 Asian, and 3 Two or More Races).
  - Females (5 Hispanic, 23 White, 21 Black/AA, 6 Asian, and 1 NHPI).
- Throughout FY22, 732 employees received Time-Off Awards of 31-40 Hours; 478 (65.30%) Males, 254 (34.70%) Female, 106 (52.74%) PWDs and 24 (48 %) PWTDS. Time-Off Awards by

RNO were broken down as follows:

- Males (41 Hispanic, 341 White, 63 Black/AA, 27 Asian, 1 NHPI, 2 AIAN, and 3 Two or More Races).
  - Females (20 Hispanic, 147 White, 68 Black/AA, 14 Asian, 1 NHPI, 1 AIAN and 3 Two or More Races).
- During FY22, Cash Awards in amount of \$500 and under were received by 431 employees, 271 (62.88%) Male, 160 (37.12%) Female, 69 (34.33%) PWDs and 18 (36 %) PWTDs. Cash Awards by RNO were broken down as follows:
    - Males (18 Hispanic, 341 White, 63 Black/AA, 27 Asian, 1 NHPI, 2 AIAN, and 3 Two or More Races).
    - Females (20 Hispanic, 147 White, 68 Black/AA, 14 Asian, 1 NHPI, 1 AIAN, and 3 Two or More Races).
- In FY22, Cash Awards in amount of \$501 - \$999 were received by 385 employees, 261 (67.79%) Male, 124 (32.21%) Female, 57 (28.36%) PWDs and 17 (34 %) PWTDs. Cash Awards by RNO were broken down as follows:
    - Males (23 Hispanic, 183 White, 34 Black/AA, 14 Asian, 1 NHPI, 2 AIAN, and 4 Two or More Races).
    - Females (7 Hispanic, 79 White, 27 Black/AA, 9 Asian, and 2 Two or More Races).
- Throughout FY22, Cash Awards in amount of \$1000 - \$1999 were received by 310 employees, 184 (59.35%) Male, 126 (40.65%) Female, 48 (23.88%) PWDs and 12 (24 %) PWTDs. Cash Awards by RNO were broken down as follows:
    - Males (7 Hispanic, 140 White, 26 Black/AA, 10 Asian, and 1 Two or More Races).
    - Females (7 Hispanic, 64 White, 35 Black/AA, 17 Asian, 2 NHPI, and 1 Two or More Races).
- During FY22, Cash Awards in amount of \$2000 - \$2999 were received by 116 employees, 84 (72.41%) Male, 32 (27.59%) Female, 18 (8.96 %) PWDs and 4 (8%) PWTDs. Cash Awards by RNO were broken down as follows:
    - Males (12 Hispanic, 57 White, 9 Black/AA, 4 Asian, and 2 Two or More Races).
    - Females (1 Hispanic, 23 White, 7 Black/AA, and 1 Asian).
- In FY22, Cash Awards in amount of \$3000 - \$3999 were received by 198 employees, 117 (59.09%) Male, 81 (40.91%) Female, 30 (14.93%) PWDs and five (5) (10%) PWTDs. Cash Awards by RNO were broken down as follows:
    - Males (11 Hispanic, 78 White, 20 Black/AA, 4 Asian, 3 AIAN, and 1 Two or More Races).
    - Females (4 Hispanic, 39 White, 30 Black/AA, 6 Asian, 3 AIAN, and 2 Two or More Races).
- Throughout FY22, Cash Awards in amount of \$4000 - \$4999 were received by 193 employees, 125 (64.77%) Males, 68 (35.23%) Females, 27 (13.43%) PWDs and seven (7) (14 %) PWTDs. Cash Awards by RNO were broken down as follows:
    - Males (8 Hispanic, 96 White, 11 Black/AA, 9 Asian, and 1 Two or More Races).
    - Females (3 Hispanic, 37 White, 18 Black/AA, and 10 Asian).



- During FY22, Cash Awards in amount of \$5000 or more were received by 311 employees, 218 (70.10%) Males, 93 (29.90%) Females, 41 (20.40%) PWDs and 8 (16%) PWTDs. Cash Awards by RNO were broken down as follows:
  - Males (13 Hispanic, 162 White, 34 Black/AA, 8 Asian, and 1 Two or More Races).
  - Females (9 Hispanic, 60 White, 18 Black/AA, 4 Asian, 1 AIAN, and 1 Two or More Races).
- During FY22, 71 employees 43 (60.56%) Male, 28 (39.44%) Female, nine (9) (4.48 %) PWDs and one (1) (2.00%) PWTDs received a Quality Step Increase (QSI). The QSIs were broken down as follows:
  - Males (2 Hispanic, 34 White, 2 Black/AA, 3 Asian, and 2 AIAN).
  - Females (21 white, 4 Black/AA, 2 Asian, and 1 NHPI).

## **MISSION CRITICAL OCCUPATIONS**

The EI Office collaborated with the Office of Human Capital to revise the Mission Critical Occupations during FY22. The list was updated to include 20 Mission Critical Positions – Security, Foreign Affairs, Internal Relations, Intelligence, Human Resources Management, Administrative Officer, Logistics Management, Telecommunications, Financial Administration and Program, Accounting, Budget Analysis, Public Affairs, Contracting, Computer Science, General Education Training, Training Instruction, Inventory Management, Transportation Specialist, Traffic Management, and Information Technology. The following are snapshots of these major occupations.

### **0080 – Security**

- The Male participation rate 73.77% in FY22 increased by 2.13% in comparison with the FY21 participation rate of 71.64%. Representation in the workforce remained above the Occupational Civilian Labor Force (OCLF) of 51.79%.
- The Female participation rate 26.23% in FY22 declined by 2.13% in comparison with the FY21 participation rate of 28.36%. Representation in the workforce remained below the OCLF of 54.30%.
- Hispanic Male participation rate of 8.2% in FY22 increased by 0.74% in comparison with the FY21 participation rate of 7.46%. Representation in the workforce remained below the OCLF of 4.4%.
- Hispanic Female participation rate of 3.28% in FY22 declined by 1.2% in comparison with the FY21 participation rate of 4.48%. Representation in the workforce remained below the OCLF of 5.5%.
- White Male participation rate of 36.07% in FY22 declined by 5.72% in comparison with the FY21 participation rate of 41.79%. Representation in the workforce remained above the OCLF of 32.5%.
- White Female participation rate of 9.84% in FY22 declined by 2.1% in comparison with the FY21 participation rate of 11.94%. Representation in the workforce remained below the OCLF of 36.4%.
- Asian Males participation rate of 4.92% in FY22 increased by 3.43% in comparison with the FY21

participation rate of 1.49%. Representation in the workforce remained below the OCLF of 3.50%.

- Asian Females participation rate of 1.64% in FY22 increased by 0.15% in comparison with the FY21 participation rate of 1.49%. Although there was a slight increase in the percentage of Asian Females within this major occupation the number of Asian Females in the workforce remained the same for FY22 and FY21. Representation in the workforce remained below the OCLF of 3.50%.
- NHPI Male and Female participation rates remained at 0.00% in FY22 in comparison with the FY21 participation rate of 0.00%. Representation in the workforce remained below their respective OCLFs of (0.10%; 0.10%).
- AIAN Male and Female participation rates remained at 0.00% in FY22 in comparison with the FY21 participation rate of 0.00%. Representation in the workforce remained below their respective OCLFs of (0.20%; 0.30%).
- Two or More Races Male participation rate of 1.64% in FY22, increased by 0.15% in comparison with the FY21 participation rate of 1.49%. Representation in the workforce remained below the OCLF of 0.09%.
- Two or More Races Female participation rate remained at 0.00% in FY22 in comparison with the FY21 participation rate of 0.00%. Representation in the workforce remained below the OCLF of 1.30%.
- There were nine (9; 14.75%) PWDs and three (3; 4.92%) PWTDs during FY22. PWD representation was above the Federal goal of 12%. PWTD representation was above the Federal goal of 2%.

### **0130 Foreign Affairs**

- There was no Male representation in FY22.
- The Female participation rate was 100% in FY22. Representation in the workforce was above the OCLF of 48.5%.
- Hispanic Male and Female participation rates were 0.00% in FY22. Representation in the workforce remained below their respective OCLFs of (4.3%; 4.5%).
- The White Male participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 40.1%.
- The White Female participation rate was 100% in FY22. Representation in the workforce was above the OCLF of 35.9%.
- Black/African American Male and Female participation rates were 0.00% in FY22. Representation in the workforce remained below their respective OCLFs of (4%; 7.2%).
- Asian Male and Female participation rates were 0.00% in FY22. Representation in the

workforce remained below their respective OCLFs of (3.5%; 3.5%).

- NHPI Male and Female participation rates were 0.00% in FY22. Representation in the workforce remained below their respective OCLFs of (0.1%; 0.1%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce remained below their respective OCLFs of (0.2%; 0.3%).
- Two or More Races Male and Female participation rates were 0.00% in FY22. Representation in the workforce remained below their respective OCLFs of (0.9%; 1.3%).
- There was one (1; 100%) PWD and one (1; 100%) PWTDS during FY22. PWD representation was above the Federal goal of 12%. PWTDS representation was above the Federal goal of 2%.

### **0131 - International Relations**

- The Male participation rate was 80% in FY22. Representation in the workforce was above the OCLF of 51.5%.
- The Female participation rate was 20.00% in FY22. Representation in the workforce was below the OCLF of 48.5%.
- Hispanic Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (4.3%; 4.5%).
- White Male participation rate was 80% in FY22. Representation in the workforce was below the OCLF of 40.1%.
- White Female participation rate was 10% in FY22. Representation in the workforce was below the OCLF of 36.40%.
- Asian Male participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 1.8%.
- Asian Female participation rate was 0.98% in FY22. Representation in the workforce was below the OCLF of 2.2%.
- NHPI Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below the respective OCLFs of (0.00%; 0.1%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below the respective OCLFs of (0.6%; 0.5%).
- Two or More Races Male and Female participation rates remained at 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (1.0%; 1.7%).
- There were three (3) (30%) PWDs and no representation of PWTDS during FY22. PWD

representation was above the Federal goal of 12%. PWTB representation was below the Federal goal of 2%.

### **0132 – Intelligence**

- The Male participation rate was 74.51% in FY22. Representation in the workforce was above the OCLF of 51.5%.
- The Female participation rate was 25.49% in FY22. Representation in the workforce was below the OCLF of 48.5%.
- Hispanic Male participation rate was 3.92% in FY22. Representation in the workforce was below the OCLF of 4.3%.
- Hispanic Female participation rate was 2.94% in FY22. Representation in the workforce was below the OCLF of 4.5%.
- White Males participation rate was 65.69% in FY22. Representation in the workforce was above the OCLF of 40.1%.
- White Females participation rate was 19.61% in FY22. Representation in the workforce was below the OCLF of 35.9%.
- Black/AA Male participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 3.7%.
- Black/AA Female participation rate was 0.98% in FY22. Representation in the workforce was below the OCLF of 3.6%.
- Asian Males participation rate in FY22 was 3.92%. Representation in the workforce was below the OCLF of 1.8%.
- Asian Females participation rate was 0.98% in FY22. Representation in the workforce was below the OCLF of 2.2%.
- NHPI Male and Female participation rates were 0.00% in FY22. Male representation in the workforce remained consistent with the OCLF of 0.00%. Female representation in the workforce was below the OCLF of 0.1%.
- Two or More Races Male and Female participation rates in FY22 were 0.00%. Representation in the workforce was below their respective OCLFs of (1%; 1.7%).
- There were 11 (10.78%) PWDs and two (2) (1.96%) PWTBs during FY22. PWD representation was below the Federal goal of 12%. PWTB representation was below the Federal goal of 2%.

### **0201 - Human Resources**

- The Male participation rate was 27.91% in FY22. Representation in the workforce was below the

OCLF of 38.8 %.

- The Female participation rate was 72.09% in FY22. Representation in the workforce was above the OCLF of 61.2%.
- Hispanic Male participation rate was 2.33% in FY22. Representation in the workforce was below the OCLF of 4.7%.
- Hispanic Female participation rate was 9.30% in FY22. Representation in the workforce was above the OCLF of 6.7%.
- White Male participation rate was 11.63% in FY22. Representation in the workforce was below the OCLF of 28.1%.
- White Female participation rate was 23.26% in FY22. Representation in the workforce was below the OCLF of 43.5%.
- Asian Male participation rate in FY22 was 0.00%. Representation in the workforce was below the OCLF of 1.9%.
- Asian Female participation rate in FY22 was 2.33%. Representation in the workforce was below the OCLF of 2.4%.
- NHPI Male and Female participation rate was 0.00% in FY22. Male representation in the workforce remained consistent with the OCLF of 0.00%. Female representation in the workforce was below the OCLF of 0.1%.
- AIAN Male and Female participation rates was 0.00% in FY22. Representation in the workforce was below the respective OCLFs of (0.20%; 0.30%).
- Two or More Races Male participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 0.7%.
- Two or More Races Female participation rate was 2.33% in FY22. Representation in the workforce was above the OCLF of 1.2%.
- There were 10 (23.26%) PWDs and one (1) (2.33%) PWTDs during FY22. PWD representation was above the Federal goal of 12%. PWTD representation was above the Federal goal of 2%.

### **0341 – Administrative Officer**

- The participation rate for Males was 40.00% in FY22. Representation in the workforce was below the OCLF of 45.7%.
- The participation rate for Females was 60.00% in FY22. Representation in the workforce was above the OCLF of 54.3%.

- Hispanic Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (4.4%; 5.5%).
- White Male participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 32.5% for this major occupation.
- White Female participation rate in was 60% FY22. Representation in the workforce was above the OCLF of 36.4%.
- Black/AA Male participation rate was 20% in FY22. Representation in the workforce was above the OCLF of 4%.
- Black/AA Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 7.2%.
- Asian Male participation rate was 20% in FY22. Representation in the workforce was below the OCLF of 3.50%.
- Asian Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 3.50%.
- NHPI Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.10%; 0.10%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.20%; 0.30%).
- Two or More Races Male and Female participation rate were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.9%; 1.3%).
- There was one (1) (10.45%) PWD and no representation of PWTDs during FY22. PWD representation was below the Federal goal of 12%. PWTD representation was below the Federal goal of 2%.

### **0346 – Logistics Management**

- The participation rate for Males was 92.86% in FY22. Representation in the workforce was above the OCLF of 65.5%.
- The participation rate for Females was 7.14% in FY22. Representation in the workforce was below the OCLF of 34.5%.
- Hispanic Male participation rate was 21.43% in FY22. Representation in the workforce was above the OCLF of 7.8%.
- Hispanic Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 4.2%.

- White Male participation rate was 28.57% in FY22. Representation in the workforce was below the OCLF of 43.2%.
- White Female participation rate was 7.14% in FY22. Representation in the workforce was below the OCLF of 22.1%.
- Black/AA Male participation rate was 35.71% in FY22. Representation in the workforce was above the OCLF of 9.8%.
- Black/AA Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 5.2%.
- Asian Male participation rate was 7.14% in FY22. Representation in the workforce was below the OCLF of 2.8%.
- Asian Female participation rate in FY22 was 0.00%. Representation in the workforce was below the OCLF of 2.0%.
- NHPI Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.2%; 0.2%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.30%; 0.20%).
- Two or More Races Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (1.6%; 0.6%).
- There were five (5) (35.71 %) PWDs and no representation of PWTs during FY22. PWD representation was above the Federal goal of 12%. PWT representation was below the Federal goal of 2%.

### **0391– Telecommunications**

- The Male participation rate was 100% in FY22. Representation in the workforce was above the OCLF of (91.1%).
- There was no Female representation in FY22.
- Hispanic Male participation rate was 33.33% in FY22. Representation in the workforce was above the OCLF of 11.6%.
- Hispanic Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 0.9%.
- White Male participation rate was 66.67% in FY22. Representation in the workforce was above the OCLF of 65.4%.
- White Female participation rate was 0.00% in FY22. Representation in the workforce was below

the OCLF of 6.2%.

- Black/AA Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (8.4%; 1.3%).
- Asian Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (2.8%; 0.3%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (2.8%; 0.3%).
- Two or More Races Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (2.5%; 0.1%).
- There was one (1) (33.33%) PWD and one (1) (33.33%) PWTD during FY22. PWD representation was above the Federal goal of 12%. PWTD representation in the workforce was above the Federal goal of 2%.

### **0501 – Financial Administration & Program**

- The participation rate for Males was 47.06% in FY22. Representation in the workforce was below the OCLF of 54.2%.
- The participation rate for Females was 52.94% in FY22. Representation in the workforce was above the OCLF of 45.8%.
- Hispanic Male participation rate in FY22 was 0.00%. Representation in the workforce was below the OCLF of 3.9%.
- Hispanic Female participation rate was 5.88% in FY22. Representation in the workforce was above the OCLF of 4.6%.
- White Male participation rate was 23.53% in FY22. Representation in the workforce was below the OCLF of 44.1%.
- White Female participation rate was 35.29% in FY22. Representation in the workforce was above the OCLF of 32.8%.
- NHPI Male and Female participation rates were 0.00% in FY22. Male representation in the workforce was consistent with the OCLF of 0.00%. Female representation in the workforce was below the OCLF of 0.1%.
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.1%; 0.2%).
- Two or More Races Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs (0.8%; 0.9%).



- There was one (1) (5.88%) PWD and one (1) (5.88%) PWTD during FY22. PWD representation was below the Federal goal of 12%. PWTD representation was above the Federal goal of 2%.

### **0510 – Accounting**

- The participation rate for Males was 27.27% in FY22. Representation in the workforce was below the OCLF of 39%.
- The participation rate for Females was 72.73% in FY22. Representation in the workforce was above the OCLF of 61%.
- Hispanic Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (2.7%; 5.1%).
- White Male participation rate was 18.18% in FY22. Representation in the workforce was below the OCLF of 29.7%.
- White Females participation rate was 22.73% in FY22. Representation in the workforce was below the OCLF of 42.9%.
- Black/AA Male participation rate was 4.55% in FY22. Representation in the workforce was above the OCLF of 5.7%
- Black/AA Female participation rate was 36.36% in FY22. Representation in the workforce was above the OCLF of 5.7%.
- Asian Male participation rate was 4.55% in FY22. Representation in the workforce was above the OCLF of 3.1%.
- Asian Female participation rate was 13.64% in FY22. Representation in the workforce was above the OCLF of 5.7%.
- NHPI Male and Female participation rates were 0.00% in FY22. Male representation in the workforce was consistent with the OCLF of 0.00%. Female representation in the workforce was below the OCLF of 0.1%.
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.1%; 0.3%).
- Two or More Races Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.6%; 1.1%).
- There was one (1) (4.55%) PWD and one (1) (4.55%) PWTD during FY22. PWD representation was below the Federal goal of 12%. PWTD representation was above the Federal goal of 2%.

### **0560 – Budget Analysis**

- The participation rate for Males was 32.91% in FY22, in comparison with the FY21 participation

rate of 30.77%, a decline in FY22 of 2.14%. Representation in the workforce remained below the OCLF of 38.3%.

- The participation rate for Females was 67.09% in FY22, in comparison with the FY21 participation rate of 69.23%, a decline in FY22 of 2.14%. Representation in the workforce remained above the OCLF of 61.7%.
- Hispanic Male participation rate was 3.80% in FY22, in comparison with the FY21 participation rate of 3.30%, an increase in FY22 of 0.50%. Representation in the workforce remained above the OCLF of 3.1%.
- Hispanic Female participation rate was 3.80% in FY22, in comparison with the FY21 participation rate of 4.40%, a decline in FY22 of 0.60%. Representation in the workforce remained below the OCLF of 5.7%.
- White Male participation rate was 16.46% in FY22, in comparison with the FY21 participation rate of 14.29%, an increase of 2.17%. Representation in the workforce remained below the OCLF of 27.3%.
- White Female participation rate was 29.11% in FY22, in comparison with the FY21 participation rate of 34.07%, a decline of 3.96%. Representation in the workforce remained below the OCLF of 37.6%.
- Black/AA Male participation rate in FY22 was 6.33%, in comparison with the FY21 participation rate of 7.69%, a decrease of 1.36%. Representation in the workforce remained above the OCLF of 4.6%.
- Black/AA Female participation rate in FY22 was 27.85%, in comparison with the FY21 participation rate of 25.27%, an increase of 2.58%. Representation in the workforce remained above the OCLF of 11.4%.
- Asian Male participation rate in FY22 was 6.33%, in comparison with the FY21 participation rate of 5.49%, a decrease of 0.84%. Representation in the workforce remained above the OCLF of 2.3%.
- Asian Female participation rate in FY22 was 3.80%, in comparison with the FY21 participation rate of 3.30%, an increase of 0.50%. Representation in the workforce remained below the OCLF of 5.3%.
- NHPI Male participation rate remained at 0.00% in FY22 with no change in representation noted in comparison with the FY21 participation rate of 0.00%. Representation in the workforce remained below the OCLF of 0.1%.
- NHPI Female participation rate was 1.27% in FY22, in comparison with the FY21 participation rate of 1.10%, an increase of 0.17%. Representation in the workforce remained below the OCLF of 0.1%.
- AIAN Male and Female participation rates remained at 0.00% in FY22 with no change in

representation in comparison with the FY21 participation rate of 0.00%. Representation in the workforce remained below the respective OCLFs of (0.1%; 0.3%).

- Two or More Races Male participation rate remained at 0.00% in FY22 with no change in representation in comparison with the FY21 participation rate of 0.00%. Representation in the workforce remained below the OCLF of 0.8%.
- Two or More Races Female participation rate was 1.27% in FY22, in comparison with the FY21 participation rate of 1.10%, an increase in representation of 0.27% in FY22. Representation in the workforce remained below the OCLF of 1.5%.
- There were seven (7) (8.86%) PWDs and no representation of PWTDS. PWD representation was below the Federal goal of 12%. PWD representation was below the Federal goal of 2%.

### **1035 – Public Affairs**

- The participation rate for Males was 40% in FY22. Representation in the workforce was above the OCLF of 37.6%.
- The participation rate for Females was 60% in FY22. Representation in the workforce was below the OCLF of 62.4%.
- Hispanic Male and Female participation rates were 0.00% in FY22. Representation in the workforce were below their respective OCLFs of (5.2%; 11.3%).
- White Male participation rate was 20% in FY22. Representation in the workforce was below the OCLF of 25.9%.
- White Females participation rate was 40% in FY22. Representation in the workforce was below the OCLF of 41.6%.
- Black/AA Male participation rate was 20% in FY22. Representation in the workforce was above the OCLF of 3.8%.
- Black/AA Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 4.4%.
- Asian Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (1.8%; 3.3%).
- NHPI Male and Female participation rates were 0.00% in FY22. Male representation in the workforce was consistent with the OCLF of 0.00%. Female representation in the workforce was below the OCLF of 0.1%.
- AIAN Male and Female participation rates in FY22 were 0.00%. Representation in the workforce was below their respective OCLFs of (0.2%; 0.3%).
- Two or More Races Male participation rate in FY22 was 0.00%. Representation in the workforce

was below the OCLF of 0.7 %.

- There was no representation of PWDs and PWTDs. PWD representation was below the Federal goal of 12%. PWTd representation was below the Federal goal of 2%.

## **1102 - Contracting**

- The participation rate for Males was 43.04% in FY22, in comparison with 37.04% in FY21, an increase of 6%. Representation in the workforce remained below the OCLF of 47.3%.
- The participation rate for Females was 56.96% in FY22, in comparison with 62.96% in FY21, a decrease of 6%. Representation in the workforce remained above the OCLF of 52.7%.
- Hispanic Male participation rate was 1.27% in FY22, in comparison with 1.23% in FY21, an increase of 0.04%. Representation in the workforce was below the OCLF of 4.3%.
- Hispanic Female participation rate was 6.33% in FY22, in comparison with 4.94% in FY21, an increase of 1.39%. Representation in the workforce was above the OCLF of 4.6%.
- White Male participation rate was 27.85% in FY22, in comparison with 23.46% in FY21, an increase of 4.39%. Representation in the workforce remained below the OCLF of 37%.
- White Female participation rate was 34.18% in FY22, in comparison with 34.57% in FY21, an increase of 0.39%. Representation in the workforce remained below the OCLF of 39.2%.
- Black/AA Male participation rate was 11.39% in FY22, in comparison with 9.88% in FY21, an increase of 1.51%. Representation in the workforce remained above the OCLF of 3.3%.
- Black/AA Female participation rate was 8.86% in FY22, in comparison with 14.81% in FY21, a decrease of 5.95%. Representation in the workforce remained above the OCLF of 5.2%.
- Asian Male participation rate was 2.53% in FY22, in comparison with 2.47% in FY21, an increase of 0.06%. Representation in the workforce remained above the OCLF of 1.9%.
- Asian Female participation rate was 6.33% in FY22, in comparison with 2.4% in FY21, an increase of 3.93%. Representation in the workforce remained above the OCLF of 2.4%.
- NHPI Male participation rate was 0.00% in FY22, in comparison with 0.00% in FY21. Representation in the workforce remained consistent with the OCLF of 0.00%.
- NHPI Female participation rate was 1.27% in FY22, in comparison with 1.23% in FY21, an increase of 0.04%. Representation in the workforce remained above the OCLF of 0.1%.
- AIAN Male and Female participation rates were 0.00% in FY22, in comparison with 0.00% in FY21. Representation in the workforce remained below their respective OCLFs of (0.2%; 0.3%).
- Two or More Races Male participation rate was 0.00% in FY22, in comparison with 0.00% in FY21. Representation in the workforce remained below their respective OCLFs of (0.6%; 1%).

- There were nine (9) (11.39%) PWDs and two (2) (2.53%) PWTDs during FY22. PWD representation was below the Federal goal of 12%. PWTD representation was above the Federal goal of 2%.

## **1550 – Computer Science**

- The participation rate for Males was 66.67% in FY22. Representation in the workforce was above the OCLF of 63.5%.
- The participation rate for Females was 33.33% in FY22. Representation in the workforce was below the OCLF of 36.5%.
- Hispanic Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (4.7%; 2.7%).
- White Male participation rate was 50% in FY22. Representation in the workforce was above the OCLF of 45.1%.
- White Female participation rate was 33.33% in FY22. Representation in the workforce was above the OCLF of 24.3%.
- Black/AA Male participation rate was 16.67 % in FY22. Representation in the workforce was above the OCLF of 5.2%.
- Black/AA Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 4.5%.
- Asian Male and Female participation rate in FY22 was 0.00%. Representation in the workforce was below their respective OCLFs of (6.8%; 4%).
- NHPI Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.1%; 0.1%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.2%; 0.1%).
- Two or More Races Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (1.5%; 0.8%).
- There no representation of PWDs and no representation of PWTDs. PWD representation was below the Federal goal of 12%. PWTD representation was below the Federal goal of 2%.

## **1701 – General Education Training**

- The Male participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 36.9%.

- The Female participation rate was 100% in FY22. Representation in the workforce was above the OCLF of 63.1%.
- Hispanic Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (4.2%; 6.6%).
- White Male participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 25.8%.
- White Female participation rate was 100% in FY22. Representation in the workforce was above the OCLF of 45.1%.
- Black/AA Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (3.8%; 6.5%).
- Asian Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (1.8%; 2.9%).
- NHPI Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.08%; 0.08%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.2%; 0.3%).
- Two or More Races Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (1%; 1.6%).
- There was no representation of PWDs or PWTDs. PWD representation was below the Federal goal of 12%. PWTD representation was below the Federal goal of 2%.

### **1712 - Training Instruction**

- The Male participation rate was 87.50% in FY22. Representation in the workforce was above the OCLF of 36.9%.
- The Female participation rate was 12.50% in FY22. Representation in the workforce was below the OCLF of 63.1%.
- Hispanic Male participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 4.2%.
- Hispanic Female participation rate was 12.50% in FY22. Representation in the workforce was significantly below the OCLF of 6.6%.
- White Male participation rate was 87.5% in FY22. Representation in the workforce was above the OCLF of 25.8%.
- White Female participation rate was 0.00% in FY22. Representation in the workforce was below

the OCLF of 45.1%.

- Black/AA Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (3.8%; 6.5%).
- Asian Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (1.8%; 2.9%).
- NHPI Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.1%; 0.1%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.2%; 0.3%).
- Two or More Races Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (1%; 1.6%).
- There was one (1) (12.50%) PWD and one (1) (12.50%) PWTD. PWD representation was above the Federal goal of 12%. PWTD representation was above the Federal goal of 2%.

## **2010 – Inventory Management**

- The Male participation rate was 100% in FY22. Representation in the workforce was above the OCLF of 65.5%.
- The Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 34.5%.
- Hispanic Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (7.8%; 4.2%).
- White Female participation rate was 0.00% in FY22. Representation in the workforce was below the respective OCLF of 22.1%.
- Black/AA Male participation rate was 33.33% in FY22. Representation in the workforce was above the OCLF of 9.8%.
- Black/AA Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 5.2%.
- Asian Male and Female participation rate was 0.00% in FY22. Representation in the workforce was below the respective OCLFs of (2.8%; 2%).
- NHPI Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below the respective OCLFs of (0.2%; 0.2%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below the respective OCLFs of (0.3%; 0.2%).

- Two or More Races Male and Female participation rates were 0.00% in FY22 Representation was below their respective OCLFs of (1.6%; 0.6%).
- There were two (2) (66.67 %) PWDs and two (2) (66.67 %) PWTDs. PWD representation was above the Federal goal of 12%. PWTD representation was above the Federal goal of 2%.

### **2101 – Transportation Specialist**

- The Male participation rate was 100% in FY22. Representation in the workforce was above the OCLF of 45.7 %.
- The Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF 54.3%.
- Hispanic Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (4.4%; 5.5%).
- White Males participation rate was 100% in FY22. Representation in the workforce was above the OCLF of 32.5%.
- White Females participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 36.4%.
- Black/AA Male and Female participation rates were 0.00% in FY22. Representation in the workforce were below their respective OCLFs of (4%; 7.2%).
- Asian Male and Female participation rates were 0.00% in FY22. Representation in the workforce were below their respective OCLFs of (3.5%; 3.5%).
- NHPI Male and Female participation rates were 0.00% in FY22. Representation in the workforce were below their respective OCLFs of (0.1%; 0.1%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.2%; 0.3%).
- Two or More Races Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.9%; 1.3%).
- There was no representation of PWDs or PWTDs. PWD representation was below the Federal goal of 12%. PWTD representation was below the Federal goal of 2%.

### **2130 – Traffic Management**

- The Male participation rate for was 100% in FY22. Representation in the workforce was above the OCLF of 45.7%.
- The Female participation rate was 0.00% in FY22. Representation in the workforce was below the



OCLF of 54.3%.

- Hispanic Male participation rate was 20% in FY22. Representation in the workforce was above the OCLF of 4.4%.
- Hispanic Female participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 5.5%.
- White Males participation rate was 40% in FY22. Representation in the workforce was above the OCLF of 32.5%.
- White Females participation rate was 0.00% in FY22. Representation in the workforce was below the OCLF of 36.4%.
- Asian Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (3.5%; 3.5%).
- NHPI Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.1%; 0.1%).
- AIAN Male and Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.2%; 0.3%).
- Two or More Races Female participation rates were 0.00% in FY22. Representation in the workforce was below their respective OCLFs of (0.9%; 1.3%).
- There were two (2) (40 %) PWDs and no representation of PWTDs. PWD representation was above the Federal goal of 12%. PWTD representation was below the Federal goal of 2%.

## **2210 - Information Technology Management**

- The Male participation rate was 73.97% in FY22, in comparison with 74.40% in FY21, a decrease of 0.43%. Representation in the workforce was below the OCLF of 70.9%.
- The Female participation rate was 26.03% in FY22, in comparison with 25.30% in FY21, an increase of 0.73%. Representation in the workforce was below the OCLF of 29.1%.
- Hispanic Male participation rate was 10.96% in FY22, in comparison with 12.05% in FY21, a decrease of 1.09%. Representation in the workforce was below the OCLF of 4.5%.
- Hispanic Female participation rate was 0.00% in FY22, in comparison with 0.00% in FY21. Representation in the workforce was below the OCLF of 1.6%.
- White Male participation rate was 51.81% in FY22, in comparison with 54.55% in FY21, an increase of 2.74%. Representation in the workforce was above the OCLF of 54.3%.
- White Female participation rate was 13.70% in FY22, in comparison with 14.46% in FY21, an increase of 0.76%. Representation in the workforce was below the OCLF of 21.6%.

- Asian Male participation rate was 4.11% in FY22, in comparison with 3.61% in FY21, an increase of 0.50%. Representation in the workforce was below the OCLF of 7%.
- Asian Female participation rate was 2.74% in FY22, in comparison with 2.41% in FY21, an increase of 0.33%. Representation in the workforce was below the OCLF of 7%.
- NHPI Male and Female participation rate was 0.00% in FY22, in comparison with 0.00% in FY21. Male representation in the workforce was below the respective OCLF of 0.1%; however, Female representation of 0.00% is consistent with the OCLF of 0.00%.
- AIAN Male and Female participation rates were 0.00% in FY22, in comparison with 0.00% in FY21. Representation in the workforce was below their respective OCLFs of (0.1%; 0.1%).
- Two or More Races Female participation rate was 0.00% in FY22, in comparison with 0.00% in FY21. Representation in the workforce was below their respective OCLFs of (1.3%; 0.7%).
- There were 11 (15.07%) PWDs and three (3) (4.11%) PWTDs in this major occupation. PWD representation was above the Federal goal of 12%. PWTD representation was above below the Federal goal of 2%.

## **APPLICANT FLOW DATA**

In FY22, the EI Office received and analyzed the applicant flow data provided by USAStaffing regarding the Agency’s Mission Critical Occupations.

### **0080 – Security**

#### **Internal Competitive Promotions**

- There were 140 Male applicants for Internal Competitive Promotion opportunities only four (4) (4%) were selected out of the 56 (40%) qualified and 54 (38.57%) who were referred. Additionally, there were 64 Female applicants for Internal Competitive Promotion; however, but no selections were made from the 38 (59.37%) considered qualified and 35 (54.68%) referred.
- There were 19 applicants for Internal Competitive Promotions, whom identified as having a Disability, of those nine (9) (47.36%) were considered qualified and referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- Among the applicants for Internal Competitive Promotions, 6 (46.15%) individuals with a Targeted Disability were considered qualified and referred. However, no individuals with Targeted Disabilities were selected as Internal Competitive Promotions.

## **New Hires**

- There were 140 Male applicants for New Hire opportunities; however, there were only four (4) selections made out of the 56 (40%) considered qualified or 54 (38.57%) whom were referred. Additionally, there were 240 Female applicants for New Hire opportunities; however there were no selections made from the 218 (90.83%) considered qualified and the 17 (7.08%) referred.
- There were 39 applicants for New Hires, whom identified as having a Disability, of those 31 (79.48%) were considered qualified and 12 (30.76%) referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- Among the applicants for New Hires, 17 (62.96%) individuals with a Targeted Disability were considered qualified and 10 (37.03%) were referred. However, no individuals with Targeted Disabilities were selected as New Hires.

## **0131 - International Relations**

### **Internal Competitive Promotions**

- There were 80 Male applicants for Internal Competitive Promotion opportunities; however, only one (1) (1.25%) was selected out of the 17 (21.25%) considered qualified and referred. Additionally, there were 44 Female applicants for Internal Competitive Promotion but no selections were made from the 3 (6.81%) considered qualified and referred.
- There were 13 applicants for Internal Competitive Promotions, whom identified as having a Disability, of those two (2) (15.38%) were considered qualified and referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- Among the applicants for New Hires, one (1) (12.50%) individual with a Targeted Disability was considered qualified and referred. However, no individuals with Targeted Disabilities were selected as New Hires.

## **New Hires**

- There were 93 Male applicants for New Hire opportunities; however, no one was selected from the 68 (73.11%) considered qualified and five (5) (5.37%) referred. Additionally, there were 60 Female applicants for New Hire opportunities; however, no one was selected from the 41 (68.33%) considered qualified and one (1) (1.66%) referred.
- There were 12 applicants for Internal Competitive Promotions, whom identified as having a Disability, of those nine (9) (75%) were considered qualified and one (1) (8.33%) was referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- Among the applicants for New Hires, 1 (100%) individuals with a Targeted Disability were considered qualified. However, no individuals with Targeted Disabilities were referred or selected as New Hires.

## **0132 – Intelligence**

## **Internal Competitive Promotions**

- Although there were 384 Male applicants for Internal Competitive Promotion opportunities; however, only five (5) (1.30%) were selected out of the 172 (44.79%) were considered qualified 165 (42.96%) were referred. Additionally, there were 109 Female applicants for Internal Competitive Promotion opportunities; however only three (3) (2.75%) selections were made from the 38 (34.86%) were considered qualified and 36 (33.02%) were referred.
- There were 42 applicants for Internal Competitive Promotions, whom identified as having a Disability, of those 20 (47.61%) were considered qualified and referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- Among the applicants for Internal Competitive Promotions, 12 (41.37%) individuals with a Targeted Disability were considered qualified and were referred. However, no individuals with Targeted Disabilities were referred or selected as Internal Competitive Promotions.

## **New Hires**

- There were 533 Male applicants for New Hire opportunities; however, only eight (8) (1.50%) were selected from the 198 (37.14%) considered qualified and 141 (26.45%) referred. Additionally, there were 242 Female applicants for New Hire opportunities; however, only four (4) (1.65%) were selected from the 78 (32.23%) considered qualified and 43 (17.76%) whom were referred.
- There were 80 applicants for New Hire opportunities whom identified as having a Disability. Although there were 80 applicants only one (1) (1.25%) was selected out of the 28 (35%) whom were considered qualified and 21 (26.25%) whom were referred.
- Among the applicants for New Hires, 25 (34.24%) individuals with a Targeted Disability were considered qualified and 20 (27.39%) were referred. Although there were 25 applicants who identified as having a Targeted Disability, only one (1) (1.25%) was selected.

## **0201 - Human Resources**

### **Internal Competitive Promotions**

- Although there were 150 Male applicants for Internal Competitive Promotion opportunities only one (1) (0.66%) were selected out of the 60 (40%) qualified and 55 (36.66%) referred. Additionally, there were 261 Female applicants for Internal Competitive Promotion only three (3) (1.14%) selections were made from the 103 (39.46%) considered qualified and 84 (32.18%) referred.
- There were 46 applicants for Internal Competitive Promotion opportunities, whom identified as having a Disability. Although, there were 46 applicants only one (1) (2.17%) was selected out of the 14 (30.43%) whom were considered qualified and 13 (28.26%) whom were referred.

- Among the applicants for Internal Competitive Promotion opportunities, eight (8) (50%) identified as individuals with a Targeted Disability. Although, there were eight (8) applicants only one (1) was selected out of the 8 (50%) whom were considered qualified and whom were referred.

### **New Hires**

- There were 85 Male applicants for New Hire opportunities, of which 64 (75.29%) were considered qualified and 17 (20%) were referred. However, no Males whom were referred were selected for New Hire opportunities for this major occupation. Additionally, there were 258 Female applicants for New Hire opportunities, of which 219 (84.88%) were considered qualified and 15 (5.81%) were referred. However, no Females whom were referred were selected for New Hire opportunities.
- There were 22 applicants for Internal Competitive Promotions, whom identified as having a Disability, of those 20 (90.90%) were considered qualified and four (4) (18.18%) were referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- Among the applicants for New Hires, 6 (66.66%) individuals with a Targeted Disability were considered qualified and 3 (33.33%) were referred. However, no individuals with Targeted Disabilities were selected as New Hires.

### **0341 – Administrative Officer**

- During FY22, there were no Internal Competitive Promotion or New Hires by RNO, Disability or Targeted Disability.

### **0346 – Logistics Management**

#### **Internal Competitive Promotions**

- There were 12 Male applicants for Internal Competitive Promotion opportunities, of which four (4) (33.33%) were considered qualified and were referred. However, no Males whom were referred were selected for Internal Competitive Promotion opportunities for this major occupation. Additionally, there were four (4) Female applicants for Internal Competitive Promotion opportunities, of which one 1 (25%) were considered qualified and were referred. However, no Females whom were referred were selected for Internal Competitive Promotion opportunities.
- There were two (2) applicants for Internal Competitive Promotions, whom identified as having a Disability, of those one (1) (50%) was considered qualified and referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.

### **New Hires**

- During FY22, there were no New Hires by RNO, Disability or Targeted Disability.

## **0391– Telecommunications**

### **Internal Competitive Promotions**

- Although there were nine (9) Male applicants for Internal Competitive Promotion opportunities; however there were no selections from the four (4) (4.44%) considered qualified and referred. Additionally, there were three (3) Female applicants for Internal Competitive Promotion opportunities; however there were no applicants considered qualified, thus none were referred nor selected.
- There was one (1) applicant for Internal Competitive Promotions opportunities, whom identified as having a Disability, and was considered qualified and referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- Among the applicants for Internal Competitive Promotions opportunities, one (1) (100%) individual with a Targeted Disability was considered qualified and was referred. However, no individuals with a Targeted Disability were selected for an Internal Competitive Promotion.

### **New Hires**

- There were 29 Male applicants for New Hire opportunities; however there were no selections from the 25 (86.20%) considered qualified and 10 (34.48%) whom were referred. Additionally, there were five (5) Female applicants for New Hire opportunities; however there were individuals referred from the two (2) (40%) whom were considered qualified.
- There were four (4) applicants for New Hire opportunities, whom identified as having a Disability, of those three (3) (75%) were considered qualified were referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- Among the applicants for New Hires, three (3) (75.00%) individuals with a Targeted Disability were considered qualified referred. However, no individuals with Targeted Disabilities were selected as New Hires.

## **0501 – Financial Administration & Program**

### **Internal Competitive Promotions**

- During FY22, there were no Internal Competitive Promotions by RNO, Disability or Targeted Disability.

### **New Hires**

- There were 21 Male applicants for New Hire opportunities; however there were no selections from the four (4) (19.04%) considered qualified and referred. Additionally, there were 18 Female applicants for New Hire opportunities; however there were no selections from the seven (7) (38.88%) considered qualified and referred.
- There were six (6) applicants for New Hire opportunities, whom identified as having a Disability; however, none of the applicants were considered qualified or referred.

## **0510 – Accounting**

### **Internal Competitive Promotions**

- There were 15 Male applicants for Internal Competitive Promotion opportunities; however there were no selections from the two (2) (13.33%) were considered qualified and referred. Additionally, there were 31 Female applicants for Internal Competitive Promotion opportunities; however there were no selections made from the (45.16%) who were considered qualified and referred.
- There were five (5) applicants for Internal Competitive Promotions, whom identified as having a Disability, of those four (4) (80%) were consider qualified and referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- Among the applicants for Internal Competitive Promotions, 1 (100%) individual with a Targeted Disability was considered qualified and was referred. However, individuals with a Targeted Disability were selected for an Internal Competitive Promotion.

### **New Hires**

- There were 31 Male applicants for New Hire opportunities; however there were no selections from the four (4) (12.90 %) considered qualified and referred. Additionally, there were 30 Female applicants for New Hire opportunities; however there were no selections from the six (6) (20 %) considered qualified and referred.
- There were six (6) applicants for New Hire opportunities, whom identified as having a Disability, of those two (2) (19.04%) were consider qualified and referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.

## **0560 – Budget Analysis**

### **Internal Competitive Promotions**

- During FY22, there were no Internal Competitive Promotions by RNO, Disability or Targeted Disability.

- Although there were 140 Male applicants for Internal Competitive Promotion opportunities only four (4) (4%) were selected out of the 56 (40%) qualified and 54 (38.57%) referred. Additionally, there were 64 Female applicants for Internal Competitive Promotion but no selections were made from the 38 (59.37%) qualified and 35 (54.68%) referred.

### **New Hires**

- There were 175 Male applicants for New Hire opportunities, of which one (1) (1.75%) was selected out of the 54 (30.85%) individuals to more considered qualified and referred. Additionally, there were 228 Female applicants for New Hire opportunities, of which three (3) (1.31%) were selected out of the 87 (38.15%) were considered qualified and referred.
- There were 28 applicants for New Hire opportunities, whom identified as having a Disability, of those five (5) (17.85%) were considered qualified and referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.

## **1035 – Public Affairs**

### **Internal Competitive Promotions**

- During FY22, there were no Internal Competitive Promotion by RNO, Disability or Targeted Disability.

### **New Hires**

- During FY22, there were no New Hires by RNO, Disability or Targeted Disability.

## **1102 – Contracting**

### **Internal Competitive Promotions**

- During FY22, there were no Internal Competitive Promotion by RNO, Disability or Targeted Disability.

### **New Hires**

- There were 158 Male applicants for New Hire opportunities, of which four (4) (2.53%) were selected out of the 79 (15 %) individuals who are considered qualified and referred. Additionally, there were 172 Female applicants for New Hire opportunities, of which three (3) (1.74%) were selected out of the 99 (57.55 %) were considered qualified and referred.
- There were 28 applicants for New Hire opportunities, whom identified as having a Disability, of those one (1) (3.57 %) was selected out of the 15 (53.57%) were considered qualified and referred.
- Among the applicants for New Hires, 14 (66.66%) individuals with a Targeted Disability were considered qualified and 14 (66.66%) were referred, and one (1) (4.76%) were selected as a New Hire.

## **1550 – Computer Science**



### **Internal Competitive Promotions**

- During FY22, there were no Internal Competitive Promotions by RNO, Disability or Targeted Disability.

### **New Hires**

- There were 83 Male applicants for New Hire opportunities, of which two (2.40%) were selected out of the 35 (42.16%) individuals who are considered qualified and referred. Additionally, there were 21 Female applicants for New Hire opportunities, of which one (1) (4.76%) were selected out of the nine (9) (42.85%) whom were considered qualified and referred.
- There were 10 applicants for New Hire opportunities, whom identified as having a Disability, of those one (1) (10%) was selected from the six (60%) whom were considered qualified and referred.
- Among the applicants for New Hires, 2 (66.66%) individuals with a Targeted Disability were considered qualified and 2 (66.66%) were referred. However, no individuals with Targeted Disabilities were selected as New Hires.

## **1701 – General Education Training**

### **Internal Competitive Promotions**

- Although there were 13 Male applicants for Internal Competitive Promotion opportunities; however, there were no selections from the six (6) (46.15%) considered qualified and referred. Additionally, there were six (6) (33.33%) Female applicants for Internal Competitive Promotion of which two (2) (33.33%) were considered qualified and whom were referred, of those one (1) (16.66%) was selected for an Internal Competitive Promotion.
- There were two (2) applicants for Internal Competitive Promotion opportunities, whom identified as having a Disability. However, none of the applicants were considered qualified or referred, thus there were no individuals with a Disability selected for an Internal Competitive Promotion.
- There were three (3) applicants for Internal Competitive Promotion opportunities, whom identified as having a Targeted Disability. However, none of the applicants were considered qualified or referred, thus there were no individuals with a Targeted Disability selected for an Internal Competitive Promotion.

### **New Hires**

- There were 13 Male applicants for New Hire opportunities; however, there were no selections from the nine (9) (69.23%) whom were considered qualified and the four (4) (30.76%) whom were referred. Additionally, there were 12 Female applicants for New Hire opportunities; however, there were no selections from the 11 (52.38%) whom were considered qualified and the one (1) (4.76%) who was referred.

- There were four (4) applicants for New Hire opportunities, whom identified as having a Disability, of those four (4) (100%) were considered qualified and two (2) (50%) whom were referred. However, no individuals with Targeted Disabilities were selected as New Hires.

## **1712 - Training Instruction**

### **Internal Competitive Promotions**

- Although there were 20 Male applicants for Internal Competitive Promotion opportunities; however, there were no selections from the seven (7) (35%) were considered qualified and referred. Additionally, there were two (2) Female applicants for Internal Competitive Promotion opportunities. However, neither of the applicants was considered qualified or referred.
- There was one (1) applicant for Internal Competitive Promotion opportunities, whom identified as having a Disability. Although the applicant was considered qualified and was referred the individual was not selected for an Internal Competitive Promotion.
- There was one (1) applicant for Internal Competitive Promotion opportunities, whom identified as having a Targeted Disability. Although the applicant was considered qualified and was referred the individual was not selected for an Internal Competitive Promotion.

### **New Hires**

- There were 20 Male applicants for New Hire opportunities; however there were no selections from the seven (7) (35%) who were considered qualified and referred. Additionally, there were two (2) Female applicants for New Hire opportunities; however, neither of the applicants were considered qualified nor referred. There is no selections were made for Female New Hire opportunities.
- There were two (2) applicants for New Hires opportunities, whom identified as having a Disability, of those two (2) (100%) were considered qualified and referred. However, no individuals with a Disability were selected for a New Hire opportunity.
- There were two (2) the applicants for New Hire opportunities whom identified as having a Targeted Disability, of those two (2) (100%) were considered qualified and referred. However, no individuals with a Disability were selected for a New Hire opportunity.

## **2010 – Inventory Management**

### **Internal Competitive Promotions**

- Although there were 41 Male applicants for Internal Competitive Promotion opportunities only one (1) (2.43%) was selected out of the 16 (39.02%) who were considered qualified and referred. Additionally, there were 15 Female applicants for Internal Competitive Promotion opportunities but no selections were made from the three (3) (20%) who were considered qualified and referred.
- During FY22 there were no Internal Competitive Promotion selections by Disability or Targeted Disability.

### **New Hires**

- During FY22, there were no New Hires by RNO, Disability or Targeted Disability.

### **2101 – Transportation Specialist**

- During FY22, there were no Internal Competitive Promotions or New Hires by RNO, Disability or Targeted Disability.

### **2130 – Traffic Management**

#### **Internal Competitive Promotions**

- There were 21 Male applicants for Internal Competitive Promotion opportunities; however, there were no selections from the (14.28%) whom were considered qualified and referred. Additionally, there were three (3) Female applicants for Internal Competitive Promotion but no selections were made from the two (2) (66.66%) considered qualified and referred.
- There were six (6) applicants for Internal Competitive Promotions, whom identified as having a Disability, of those one (1) (17%) was considered qualified and referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- During FY22 there were no Internal Competitive Promotion selections by Disability or Targeted Disability.

### **New Hires**

- During FY22, there were no New Hires by RNO, Disability or Targeted Disability.

### **2210 - Information Technology Management**

#### **Internal Competitive Promotions**

- Although there were 308 Male applicants for Internal Competitive Promotion opportunities only four (4) (1.29%) were selected out of the 176 (57.14%) whom were considered qualified and 168 (54.54%) referred. Additionally, there were 64 Female applicants for Internal Competitive Promotion but no selections were made from the 34 (53.12%) qualified and 35 (54.68%) referred.

## New Hires

- There were 702 Male applicants for New Hire opportunities; however, only four (4) (0.56%) were selected out of the 425 (60.54%) whom were considered qualified and 299 (42.59%) referred. Additionally, there were 146 Female applicants for New Hire opportunities; however, only three (3) (2.05%) were selected out of the 89 (60.95%) considered qualified and the 57 (39.04%) and were referred.
- There were 63 applicants for New Hire opportunities, whom identified as having a Disability, of those 39 (61.90%) were considered qualified and 28 (44.44%) were referred.
- There were 35 applicants for Internal Competitive Promotions, whom identified as having a Disability, of those 26 (65%) were considered qualified and referred. However, no individuals with a Disability were selected for an Internal Competitive Promotion.
- During FY22 there were no Internal Competitive Promotion selections by Targeted Disability.
- There were 27 applicants for New Hire opportunities whom identified as having a Targeted Disability, of those 18 (66.66%) were considered qualified and 16 (59.25%) were referred. However, no individuals with a Targeted Disability were selected for a New Hire opportunity.

## APPENDIX A: ACRONYMS

ABQ	Albuquerque
ADR	Alternative Dispute Resolution
AHP	Anti-Harassment Program
AHPM	Anti-Harassment Program Manager
AL	Acquisition, Contracts, and Logistics Directorate
AL-EL	Engineering and Logistics Department
AL-SB	Office of Small Business Programs
CAP	Computer Accommodation Program
CLF	Civilian Labor Force
COVID-19	Coronavirus Disease 2019
CT	Cooperative Threat Reduction Directorate
D&I	Diversity and Inclusion
DARS	Department for Aging and Rehabilitation Services
DBVI	Department of the Blind and Vision Impairment
DID	Diversity Internship for DTRA
DIR	DTRA Director
DoD	Department of Defense
DTRA	Defense Threat Reduction Agency
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EI	Equity, Diversity, and Inclusion Office
EIS	Enterprise Information System
EO	Equal Opportunity
ERG	Employee Resource Group
ES	Environmental, Safety, and Occupational Health Office
FedSEP	Federal Sector EEO Portal
FEVS	Federal Employee Viewpoint Survey
FY	Fiscal Year
GC	General Counsel
HBCU	Historically Black College and University
HR	Human Resources Directorate
IG	Inspector General
IT	Information Management and Technology Directorate
LDC	Leadership Development Council

LGBTQIA	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual/Ally
MD	Management Directive
MSI	Minority-Serving Institution
NDEAM Month	National Disability Employment Awareness
NE	Nuclear Enterprise Directorate
No FEAR	Notification & Federal Employee Antidiscrimination Retaliation Act of 2002
OB	On-Site Inspection and Building Capacity Directorate
OB-BE	Conventional Inspections Department
OB-BP	Building Partner Capacity Department
OB-BPI	INDOPACOM Operations Division
OB-OS	Open Skies Department
OFO	Office of Federal Operations
OI	Operations and Integration Directorate
OI-MSD	Security and Counterintelligence Division
PAS	Personal Assistance Services
PNNL	Pacific Northwest National Laboratory
PWD	Person with Disability
PWTD	Person with Targeted Disability
RA	Reasonable Accommodation
RD	Research and Development Directorate
RD-CB	Chemical and Biological Technologies
RD-CXU	Urgent Solutions Division
RD-ECN	Nevada Test Division
SAPR	Sexual Assault Prevention and Response
SEP	Special Emphasis Program
SES	Senior Executive Service
SI	Strategic Integration Directorate
SLI	Sign Language Interpreter
STRI	Strategic Trends Research Initiative
UCP	Unified Command Plan
WMD	Weapons of Mass Destruction
WRP	Workforce Recruitment Program



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