



## **FY 2018 Status Report and FY 2019 Plan Update Management Directive 715 (MD 715)**



8725 John J. Kingman Road | Stop 6201 | Fort Belvoir, VA 22060-6201

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

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**MANAGEMENT DIRECTIVE 715**

**FISCAL YEAR (FY) 2018**

**PREPARED BY**  
**EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS OFFICE**

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## AGENCY INFORMATION

**PARTS A, B, C, D**



<b>EEOC FORM 715-01 PART A-D</b>		<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>					
<b>DEFENSE THREAT REDUCTION AGENCY (DTRA)</b>							<b>FY 2018</b>
<b>For period covering October 1, 2017 to September 30, 2018</b>							
<b>Part A - Department or Agency Identifying Information</b>							
<b>Agency</b>	<b>Second Level Component</b>	<b>Address</b>	<b>City</b>	<b>State</b>	<b>Zip Code</b>	<b>Agency Code</b>	<b>FIPS Code</b>
<b>DTRA</b>	Not Applicable	8725 John J. Kingman Road	Ft. Belvoir	VA	22060	DD61	
<b>Part B - Total Employment</b>							
<b>Total Employment</b>	<b>Permanent Workforce</b>		<b>Temporary Workforce</b>		<b>Total Workforce</b>		
<b>Number of Employees</b>	<b>1347</b>		<b>18</b>		<b>1365</b>		
<b>Part C.1 - Head of Agency and Head of Agency Designee</b>							
<b>Agency Leadership</b>	<b>Name</b>			<b>Title</b>			
Head of Agency	Mr. Vayl S. Oxford			<b>Director</b>			
Head of Agency Designee	Mr. Vayl S. Oxford			<b>Director</b>			
<b>Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)</b>							
<b>EEO Program Staff</b>	<b>Name</b>	<b>Title</b>	<b>Series</b>	<b>Pay Plan and Grade</b>	<b>Phone Number</b>	<b>Email Address</b>	
Principal EEO Director/Official	Willisa Donald	Director	0260	GS-15	571-616-4544	Willisa.m.Donald.civ@mail.mil	
Affirmative Employment Program Manager	Denise Lewis	EO Manager	0260	GS-14	571-616-6597	Denise.a.lewis12.civ@mail.mil	

Complaint Processing Program Manager	Phil Ellis	Complaint Program Manager	0260	GS-13	571-616-6251	Phillip.t.ellis.civ@mail.mil
Diversity & Inclusion Officer	Denise Lewis	Program Manager	0260	GS-14	571-616-6597	Denise.a.lewis12.civ@mail.mil
Hispanic Program Manager (SEPM)	James Jones	Program Manager	0260	GS-13	505-853-0648	James.a.jones125.civ@mail.mil
Women's Program Manager (SEPM)	Denise Lewis	EO Manager	0260	GS-14	571-616-6597	Denise.a.lewis12.civ@mail.mil
Disability Program Manager (SEPM)	Cheryl B. Williams-Payton	Disability Program Coordinator		GS-12	571-616-6422	Cheryl.b.williams-payton.civ@mail.mil
Special Placement Program Coordinator (Individuals with Disabilities)	Cheryl B. Williams-Payton	Disability Program Coordinator		GS-12	571-616-6422	Cheryl.b.williams-payton.civ@mail.mil
Reasonable Accommodation Program Manager	Mary Lewandowski	RA Program Manager	201	GS-12	571-616-4802	Mary.h.lewandowski.civ@mail.mil
Anti-Harassment Program Manager	Claudette Persaud	Anti-Harassment Program Manager	260	GS-13	571-616-5112	Claudette.p.persaud.civ@mail.mil
ADR Program Manager	Phil Ellis	ADR Program Manager	260	GS-13	571-616-6251	Phillip.t.ellis.civ@mail.mil
Compliance Manager	Marilyn Whitley	Compliance Manager	260	GS-14	571-616-4926	Marilyn.j.whitley.civ@mail.mil

Principal MD-715 Preparer	Denise Lewis	Program Manager	260	GS-14	571-616-6597	Denise.a.lewis12.civ@mail.mil
FEVS/Climate Assessments	Kenneth Edwards	Program Manager	260	GS-13	571-616-5709	Kenneth.j.edwards16.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.).

☐ If the agency does not have any subordinate components, please check the box.

Subordinate Component	City	State	Country (Optional)	Agency Code	FIPS Codes
Not Applicable					

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

In the table below, the agency must submit these documents with its MD-715 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	NO	
Alternative Dispute Resolution Procedures	YES	

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

Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	YES	
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	NO	
Diversity Policy Statement	YES	
Human Capital Strategic Plan	NO	
EEO Strategic Plan	YES	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	YES	



## EXECUTIVE SUMMARY

**Agency  
Accomplishment**

<b>EEOC FORM 715-01 PART E</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
<b>For the period covering October 1, 2017 to September 30, 2018</b>	

## EXECUTIVE SUMMARY

### Part E.1 - Executive Summary: Mission

#### AGENCY MISSION

The Defense Threat Reduction Agency (DTRA) enables DoD, the U.S. Government (USG), and International Partners to counter and deter weapons of mass destruction (WMD) and improvised threat networks. As a Combat Support Agency, DTRA's expertise and global perspective uniquely posture us to provide rapid solutions to Combatant Command mission requirements, ensuring our programs, expertise, and capabilities are aligned to warfighter needs. DTRA's analysts, planners, scientists, and program managers work with the interagency to anticipate, illuminate, and proactively disrupt threat networks using our wide range of capabilities. DTRA conducts network analysis to identify critical links and nodes between people, places, and things. DTRA maintains global situational awareness of countering WMD and improvised threat networks and facilitates information sharing across communities of action. DTRA applies tools such as Building Partnership Capacity and Cooperative Threat Reduction to strengthen and expand international partnerships and drive interagency and partner nation actions to counter malign foreign influence. DTRA delivers both offensive and defensive capabilities to enable combatant commanders to counter adversaries' warfare competencies, disruptive technologies, and emergent trends. DTRA enables the national nuclear posture to counter adversaries across three levels of conflict: competition below armed conflict, conventional armed conflict, and nuclear armed conflict. DTRA enables the credibility of our nuclear forces through training the joint force, conducting mission assurance assessments, and exercising nuclear survivability. Enabling a safe, secure, and reliable nuclear deterrent impacts the calculus of competitor threat networks and the nuclear intentions and capabilities of near-peer nations, their proxy networks, aspiring rogue states, or and non-state actors. Collectively these key elements enable DTRA to support U.S. and partners' efforts to compete below the threshold of armed conflict in addressing National Defense Strategy adversaries in an era of Great Power Competition.

DTRA is organized into nine Directorates (Joint Improvised-Threat Defeat Directorate (JD), Research and Development Directorate (RD), Combat Support Directorate (CZ), On-Site Inspection and Building Capacity Directorate (OB), Nuclear Enterprise Directorate (NE), Cooperative Threat Reduction Directorate (CT), Acquisition, Contracts, and Logistics Directorate (AL), Information Integration and Technology Services Directorate (IT), Human Resources Directorate (HR) and its supporting Staff Offices. DTRA's Headquarters is located at Fort Belvoir, Virginia. The Agency also has Regional Offices located throughout various geographical locations.

### Part E.2 - Executive Summary: Essential Element A - F

#### EQUAL OPPORTUNITY & DIVERSITY PROGRAMS OFFICE MISSION

The Equal Opportunity and Diversity Programs Office's (EO) mission is to create and sustain an inclusive work environment that aligns with DTRA's mission.

**Our Strategic Goals and Objectives are to:**

**Goal 1: Improve focus beyond compliance**

- *Integrate EEO into the workforce*
- *Improve program execution and customer service*

**Goal 2: Leverage and expand collaboration with internal and external partners.**

- *Establish new relationships, to include non-traditional partners*
- *Enhance effectiveness of internal relationships*

**Goal 3: Facilitate Innovation**

- *Become a catalyst for change*
- *Encourage leaders to support innovation and creativity*

**Goal 4: Educate and advise DTRA Leadership and staff**

- *Create a shared understanding of how EEO contributes to DTRA Mission*
- *Provide tailored consultative supportive services*

EO serves as advisors for employees, managers, and supervisors seeking information on, or dealing with the following program activities: Affirmative Employment; Alternative Dispute Resolution (ADR); Complaints and Compliance (C&C); Diversity and Inclusion (D&I); Federal Employee Viewpoint Survey (FEVS), Anti-Harassment Program (AHP), Special Emphasis Programs (SEP), EEO/EO Training; Sexual Assault Prevention and Response (SAPR), and Disability. The current staff consists of an EO Director, two EEO Managers, and five EEO specialists.

## **SIX ESSENTIAL ELEMENTS ACCOMPLISHMENTS**

The following six essential elements below are a Model Equal Employment Opportunity Program, to include the Agency's noteworthy accomplishments in Fiscal Year 2018 (FY18). During FY18, DTRA addressed initiatives toward program deficiencies reported from prior years to achieving a model EEO program.

### **Essential Element A:**

#### **DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP**

Leadership is instrumental in ensuring viable and effective equal employment opportunity programs. The Director, Deputy Director, Vice Directors, and Senior Officials support Equal Opportunity and Diversity programs. Seven Agency-wide EEO Policy Statements were signed and distributed to new employees during the Newcomer's Orientation session (Civilian Equal Employment Opportunity, Diversity and Inclusion, Employment and Advancement of Individuals with Disabilities, Harassment in the Workplace, Military Equal Opportunity, Prevention of Sexual Harassment, and Sexual Assault Prevention and Response)(Appendix C). This information is also available for employees on our Intranet, the DTRA/ Portal.

**Mentoring Program:** The Agency Mentoring Program continued to be the DoD model. With a high level of enthusiasm from mentors and mentees, the FY18 program consisted of 92 civilian employees with 8 Senior Executive Service (SES) serving as Mentors. DTRA Senior Leaders were

committed to supporting the program by serving as mentors and/or attending key activities. One example is the "Knowledge Sharing Through Speed Mentoring" event, whereby senior leaders participate in an open discussion sharing their expertise and experiences in an informal and relaxed environment. The senior leaders also hosted thirteen brown bags, centered on the featured book "Leaders Eat Last," by Simon Sinek. HR hosted a workshop, "Leading Across Generations," to explore ways to positively leverage the differences among generations, incorporating relevant points from the featured book. The DTRA Director showed his support by inviting mentees to attend a senior-level staff meeting and met with participants on a regular basis to provide mission updates and give them the opportunity to ask questions in a casual setting, all of which helped participants gain a sense of connection to DTRA.

**Leadership Development Program (LDP):** In FY18, DTRA's senior leaders were provided funds for general leadership training, enabling them to take ownership and manage their organization's leadership development needs. The centralized LDP competitive programs complement the general leadership development training. The LDP competitive programs supported 41 civilian employee participants, with a 100% success rate. Participants undergo a rigorous application and vetting process before being selected for the competitive programs. Applicants obtain supervisor and executive leader endorsements for their application. DTRA's Leadership Development Council (LDC) are representatives from each of the DTRA Directorates as well as an advisor from the EO Office. The council reviews, rates, and ranks application packages based on standardized evaluation criteria. The top candidates identified are then interviewed with a panel of senior executive leaders. Candidates who are not selected have the option to engage with the LDC or an interview panel representative for feedback on their application. This process provides the opportunity for DTRA's senior leaders to invest and engage directly in the future corporate leadership of DTRA. It also provides candidates with the opportunity to directly engage with senior leaders; learning from their experiences and breaking down barriers to senior leader engagement.

**Federal Employee Viewpoint Survey (FEVS):** Management and oversight of the Federal Employee Viewpoint Survey (FEVS) transitioned from the HR Directorate to the EO office. EO quickly began reviewing and analyzing the FY18 results and engaged with DTRA senior leaders and Directorates to communicate the Agency's recent survey results. The results indicated a participation success rate of 45.9%. This result demonstrates a desired commitment from our workforce to improve the Agency. The DTRA strengths, according to the FEVS, include support for work/life programs, support for employee development, and success at accomplishing the mission. Our challenges include, but are not limited to, opportunity for advancement/promotions and pay raises within the organization. The DTRA Director applauded the workforce for their hard work and commitment in improving and fulfilling the Agency's mission and values.

## **Essential Element B:**

### **INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION**

**Minority Serving Institutions:** In FY18, the Office of the Director established a DTRA Internship for Diversity (DID) at Pacific Northwest National Laboratory (PNNL). This internship program targets undergraduate students at Minority Serving Institutions (MSI) who are excited to tackle hard problems countering and deterring weapons of mass destruction and improvised threats networks. DID is an 8-12 week summer internship which exposes undergraduate students to initiatives that are important to the Agency. Additionally, through this program, PNNL will engage with



MSI/Universities to promote, not only the DID, but also opportunities at DTRA as they become available. This supports DTRA's overall mission to recruit diverse talent (with expertise) to make our nation safer and stronger.

**EO Director Involvement:** The EO 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. The EO Director attended weekly Director's staff meetings and continued to participate in various forums throughout the Agency, e.g., the Director's Intelligence Brief (DIB) and the Human Resources Policy Board (HRPB), creating a more engaged working relationship with senior leaders. EO briefed at the Director's All Hands and provided training (i.e., Sexual Harassment) for specific offices as needed. The Agency continued to provide funding to ensure compliance on EEO programs such as Special Emphasis, Diversity and Inclusion, Sign Language Interpreters (SLI), staff training, and contracts for Investigations and Court Reporting services.

**Section 508:** The IT Directorate continues to support the Reasonable Accommodations (RA) Program with their IT support requests, to include purchasing a video phone for individuals when the Computer/Electronic Accommodations Program (CAP) office exhausted its funding in FY18. The IT department manages the Agency's internal Section 508 site on a situational basis to ensure 508 information and resources are readily available for DTRA personnel. Internal sites, training materials, videos are periodically reviewed to ensure 508 compliance. IT also met with Microsoft on their Artificial Intelligence (AI) initiatives to discover how to leverage assistance with 508 initiatives. The 508 Program Manager was asked to sponsor a proposal where Agency employees can participate in the Federal IT Leaders Group, a project to automate the process for scanning internal Web/SharePoint sites for 508 compliance. In addition, IT outsourced videos of interest to the DTRA community to be closed captioned. The Agency is also researching avenues to develop an in-house capability and begun discussions with Defense Logistics Agency (DLA) to utilize their closed captioning resources for internally produced videos.

**Historically Black Colleges & Universities/Minority Serving Institutions (HBCUs/MSIs):** The RD Directorate, Chemical Biological Technologies Department (RD-CB) conducted two HBCU/MSI workshops that delivered information pertaining to research opportunities. The RD Test Science and Technology Department (RD-TST) and Diagnostics Division (RD-TSD) participated in the Discovery Festival in Albuquerque, NM in November 2018. The Discovery Festival was a free, one-day event where over 3,500 kids (K-12), from New Mexico (37 schools) explored careers in Science, Technology, Engineering, Arts, and Mathematical (STEAM) fields in an exciting, hands-on experience. DTRA's exhibit included representatives from RD-CB and RD-TS and the Agency won the "Best Hands-on Demo" Award. The Chief of Scientist and Innovation Department (RD-ST) kicked off a Post-Doctoral Scholars program with the National Strategic Research Institute (NSRI). This program teaches highly technical post-doctorate scholars the skills of a Government program manager. In FY18, RD-ST began planning to transition the Agency's basic research program toward a University Partnership model; plans included a University Day in early 2019 to outreach to the community, encourage and facilitate the inclusion of HBCU/MSI members into the partnership. A principal goal for this model is future workforce development in critical scientific fields relevant to CWMD.

## Essential Element C:

### MANAGEMENT AND PROGRAM ACCOUNTABILITY

**Disabled Veterans Affirmative Action Program (DVAAP):** The report was submitted on October 28, 2018, to the Defense Civilian Personnel Advisory Service. The following accomplishments were highlighted in the report:

- **30% or more Disabilities:** Progress is made each year for hiring disabled veterans with 30% or more disabilities. There were 80 Veterans hired in FY18, of which 39 were identified as 30% or more disabled.
- **Special Hiring Authorities:** Continued to educate selecting officials and hiring managers during strategic conversations on Schedule A and other special hiring authorities in support of recruitment efforts.
  - Used USAJOBS.gov for all external and internal competitive vacancy announcements which included information on special hiring authorities for recruitment and selection of disabled veterans. Specific hiring initiatives for the employment of disabled veterans include the Veteran's Recruitment Authority and Wounded Warrior Program.
  - Maintained an internal database of Schedule A applicants, disabled veterans applying for positions with the Agency, and ongoing outreach to find highly qualified veterans with disabilities.
- **Reasonable Accommodation (RA):** Ensured RA and work-life information was available to Individuals with Targeted Disabilities (IwTD) and disabled veteran applicants upon initial employment.
- **Sign Language Interpreter (SLI):** Ensured SLI services were available to the workforce for meetings, conferences, training and special events. EO office received and submitted 281 SLI requests.
- **Job Accommodation Network (JAN):** Provided expert accommodation information before, during, and after the recruitment process. JAN is a confidential service that allows a manager or employee an opportunity to receive individualized information on an accommodation issue.
- **CAP:** A centrally funded program that provided Assistive Technology (AT) for RA, Individuals with Disabilities (IwDs), and disabled veterans.

**Federal Equal Opportunity Recruitment Program (FEORP):** The EO Office and HR Directorate collaborated on the FEORP submission in November 2018. The report included the Agency's promising practices, strategies, and activities related to Hiring Authorities, Hispanic Employment, Mentoring, Training, Career Development, and Recruitment of Individuals with Disabilities. The following accomplishments were highlighted.

- **Diversify DTRA's Workforce through Active Recruitment:** The HR Directorate developed and implemented broad outreach strategies to attract leaders from a diverse applicant pool which are consistent with merit system principles. Utilized various special hiring authorities as supplements to the competitive hiring processes and partnered with diverse organizations and institutions to help recruit from all segments of society.
- **Special Hiring Authorities:** The Agency hired three Workforce Recruitment Program (WRP) students and five Schedule A interns throughout the Agency and at various geographical locations. HR coordinated recruitment opportunities to a broad range of individuals by attending

veteran and minority-supported career fairs and sought partnerships with organizations that provided diverse and qualified applicants.

- **Training:** EO hosted four Civil Treatment Training Sessions targeting supervisors, managers, and the workforce in the National Capital Region (NCR), Kirtland AFB, New Mexico, and other geographic locations with a total of 80 attendees. The Civil Treatment Training focused on workplace behaviors and the fair treatment of individuals in the work place.

**Disability Employment Initiatives:** In FY18, the following accomplishments were highlighted.

- Processed 18 RA requests, which included a combination of assistive technologies, sit/stand workstations, chairs, keyboards, flexible work schedules, and medical telework. The IT Directorate and Building Manager approved the following accommodations: three sit/stand workstations, three heaters, and one ergonomic chair.
- Implemented a Policy Statement on Employment and Advancement of IwDs.
- Maintained Sign Language Interpreter (SLI) tracking log and kept track of expenditures.
- Served as advisor and participated in Section 508 Accessibility Team meetings.
- Provided guidance to the Emergency Plan Team concerning evacuation procedures.

**Special Emphasis Program Events:** The EO Offices within the McNamara Complex including DTRA, DLA, Defense Contract Audit Agency (DCAA), and the Defense Technical Information Center (DTIC) co-sponsored **11 Special Emphasis Program** events to educate and inform the workforce. DTRA sponsored the following two events:

- **National Disability Employment Awareness Month:** The theme was “*America’s Workforce: Empowering All.*” The guest speaker was George Dennehy. Mr. Dennehy shared with the audience his life experiences growing up without arms and how he learned to play guitar with his feet. He spoke of his personal struggles in a Romanian orphanage and his adoption at the age of one by his U.S. family. He shared that every individual has a purpose and absolutely anything is possible.
- **National Hispanic Heritage Month:** The theme was “*One Endless Voice to Enhance Our Traditions.*” The guest speaker was Mr. Luis E. Borunda, Maryland Deputy Secretary of State. Mr. Borunda began his career in politics by forming a Hispanic committee to support the successful candidacy program. He shared his successful career, leadership style, and spoke of his life as a Hispanic.

## **Essential Element D:**

### **PROACTIVE PREVENTION OF UNLAWFUL DISCRIMINATION**

**Anti-Harassment Program:** In FY18, the EO Office established its Proactive Prevention Team to develop the Agency’s Anti-Harassment Program (AHP). The AHP operates independently from the EEO Complaint Process (29 C.F.R. §1614). The team engaged with Managers and Supervisors for the purpose of conducting fact-findings allegations of harassment and to prohibit harassment by or of any employee, supervisor, manager, and contractor. The purpose of the Agency’s AHP is to support the commitment to maintain a work environment free from harassment and provide training for the Agency workforce. The AHP Procedures was revised to promptly and effectively address allegations of workplace harassment within the DTRA workforce.

**EEO Training:** In FY18, EO proactively engaged in various training efforts such as mandatory Notification and Federal Employee Anti-Discrimination and Retaliation Act (No FEAR). There were 776 employees who received No FEAR training. 883 employees took the online Prevention of Sexual Harassment training. Nearly 543 participants received EEO classroom training, 144 SAPR and 80 managers and supervisors received Civil Treatment training. EO continues to train new managers and supervisors to address challenges they may encounter and provided the knowledge, skills, and tools necessary to successfully manage a diverse workforce.

**Inspector General (IG) Office:** In FY18, IG assisted employees with allegations of possible climate, diversity, or discrimination concerns and held discussions with EO to address related cases. IG received 142 contacts, of which, 26 were EO-related issues or concerns. The Agency Director approved the completion of a Special Assessment that involved EO and climate concerns. In addition, IG instituted monthly “Blotter” updates for the Director and respective Directorate leaders where IG-related activities were addressed to included matters involving climate, diversity, and/or discrimination. IG also conducted monthly meetings with EO, General Counsel (GC), Vice Director for Plans and Programs, Security and Counterintelligence Department (PP-SC), and HR to review personnel concerns that potentially contained an EO nexus and met to ensure there was a process to elevate internal investigations to DTRA Leadership.

## **Essential Element E:** **EFFICIENCY**

**Complaints & Compliance:** In FY18, EO worked diligently to increase the level of efficiencies in its operations, with focus placed not only on complaints, compliance, and legal requirements, but on proactive prevention. EEO training was deployed, which focused on areas the Commission requires the Agency to address with the workforce, (e.g., educating the workforce on complaint process procedures, Alternative Dispute Resolution (ADR), educating supervisors on their role and responsibilities as supervisors, and employees on their rights and responsibilities in the workplace).

**IComplaints Data Base Tracking System:** The Agency has procured the MicroPact Complaints Tracking System (iComplaints). This system is entirely web based. Once complaint data is entered into the system, it will provide the necessary capability to collect, track, manage, process, and generate reports for all DTRA complaints. The complaint information entered into the system (organizations, status, claims, issues, etc.) is stored on a Central DTRA system and not on individual PC hard drive.

In FY18, the EO office handled 61 complaints. Thirty-three informal complaints were filed during this reporting period. Eleven individuals either withdrew or did not file formal; four complaints were settled by an informal settlement agreement. Twenty individuals filed formal complaints of discrimination. DTRA received a remand from Department of Army; increasing the number of formal complaints to 21.

Out of the 21 formal complaints, 4 complaints were closed, 1 was settled by a Negotiated Settlement Agreement (NSA), and the other 3 were dismissed in accordance with 29 C.F.R. 1614.107, bringing the remainder of complaints filed in FY18 to 17. (See Figure 1)

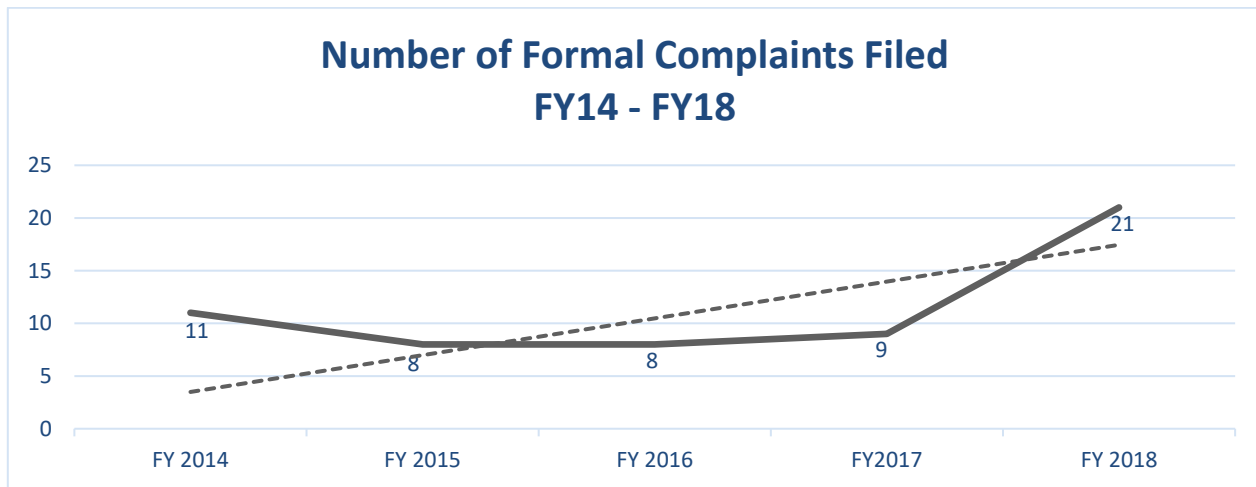


Figure 1: Number of Formal Complaints Filed FY14 - FY18

The top five bases cited this reporting period were sex (24%), age (22%), reprisal (17%), race (17%), and color (8%). Sex and age were cited most often. Reprisal and race were tied. Sex remained the same as it was in FY17. Age as a basis increased because it was not cited in FY17. (See Figure 2)

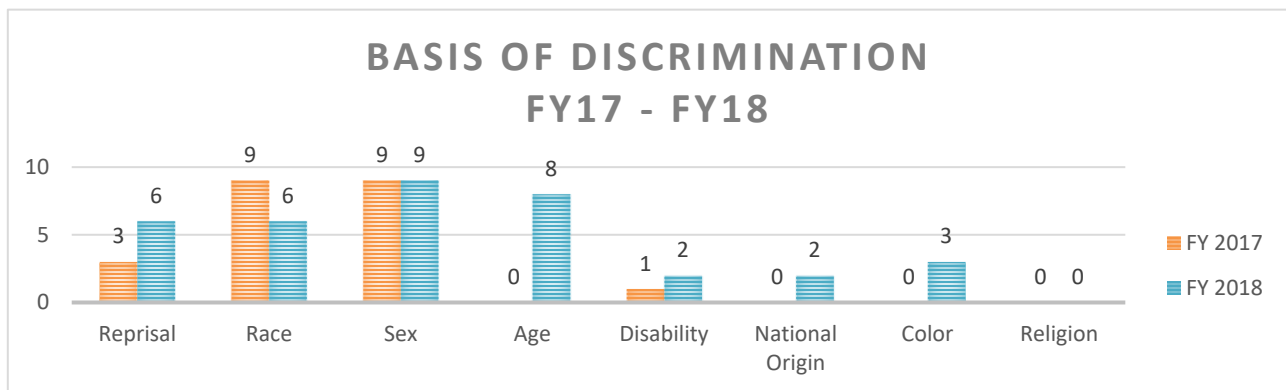


Figure 2: Basis of Discrimination FY17 - FY18

In FY18, the top three frequently used issues by complainants were (1) harassment (non-sexual and sexual) which was cited 16 times, (one complainant cited both sexual and non-sexual harassment) (2) disciplinary actions, cited six times, and (3) reassignment, cited four times.

In FY17, there were 21 allegations of harassment (20 were non-sexual and 2 were sexual). There was a decrease in allegations in both sexual and non-sexual harassment in FY18. Normally, if there are allegations of harassment, reprisal would also be cited; Even though there was 50% increase in reprisal this fiscal year, it was not raised as many times in the cases that alleged harassment. This could be an anomaly or it could be that there were incidents that were not articulated or identified. Termination, awards, appraisal, telework, and reasonable accommodation were all cited at one time. Disability (mental and physical), and non-selection/non-promotion were cited two times in this reporting period.

The Alternative Dispute Resolution (ADR) Coordinator and Complaints Manager were designated as advisors for ADR. Both were responsible for educating the workforce on the use of ADR, the purpose and process of ADR and the ability to use ADR at any stage of the complaint process. EO

continues to incorporate an explanation of ADR and its benefits into EO related materials, notices and training in order to raise awareness. In FY18, we increased our efforts in offering ADR to the workforce. The lack or ineffective marketing of this product is most likely the cause. Employees and leaders are usually not interested in putting in the time, if they do not understand the benefits. In FY18, EO did a better job at promoting ADR and the usefulness of the tool.

In FY18, the EO made a concerted effort to offer ADR at the informal and formal stage. Zero mediations were conducted in FY17. In FY18, 10 mediations were conducted and 5 were settled. In FY19, EO will increase marketing and promotion by building a campaign around why ADR is a business necessity.

## **Essential Element F:** **RESPONSIVENESS AND LEGAL COMPLIANCE**

EO fully complied with all laws, including EEOC regulations, Orders, Decisions, and Settlement Agreements. The EO Director and Complaints Manager met with the Agency's Employment Law Attorney (GC) on matters of mutual interest and each sought the advice of each other's expertise when dealing with unique situations. Because of this effective collaboration between EO and GC, all documents requiring legal sufficiency reviews were reviewed and sent forward. There is a firewall in the GC Office to ensure the Counsel consulted to assist EO with Acceptance and Dismissal letters is separate from the EO litigation Counsel.

EO ensured compliance with EEOC Administrative Judges and/or Office of Federal Operations Decisions. The Agency's Settlement Agreement process ensured timely compliance with all terms and conditions of such Agreements to include an appropriate clause regarding breaches and/or other non-compliance. In cases where there was a lapse in timeframes the agency demonstrated a concerted effort to comply.

**Formal Complaints:** EO continues to promote how Leadership's early involvement with conflict resolution allows creative solutions for resolving workplace disputes quickly, efficiently, and at a substantial monetary savings, especially if resolution is achieved prior to litigation. ADR was utilized this FY in both the informal or formal arena and the savings to the Agency revealed less time and resources than pursuing the adjudicative processes. (See Figure 3)

COMPLAINT PROCESSING EXPENSE FY18			
INVESTIGATIONS	MEDIATIONS	FADS	Court Reporting
\$86,059.00	\$6,547.50	\$5,700.00	\$1,952.32
<b>TOTAL EXPENSE</b>			<b>\$100,258.82</b>

Figure 3: Complaint Processing Expense FY18

There were 11 complaints closed in FY18; 1 formal settlement, 5 final Agency Actions, 4 Final Agency Decisions, and 1 Final Agency Order with an Administrative Judge. There were two formal complaints that were pending investigation at the end of the reporting period. DTRA received a remand from Department of Army, and there were complaints, which should have been processed in the previous FYs, that contributed to the substantial increase of formal complaints in FY18. EO did not meet EEOC's required time lines in the processing of our

complaints. For the Agency to improve on meeting these requirements, there is a need to overhaul the complaints and compliance program to improve efficiencies in processing complaints. Ensuring a strong informal process is the foundation in which to keep the process on track. Once we build a solid foundation, only then can we achieve an efficient and compliant EEO complaints process. To include, moving Final Agency Decision and Final Agency Orders to meet the 40 calendar day requirement. Improving on our services to employees using the complaints process and the aggressive use of mediation as an avenue of redress could possibly lead to quicker resolutions of complaints. To improve these services, moving from a compliance metric to a performance metric would better serve us in eliminating deficiencies realized in FY18.



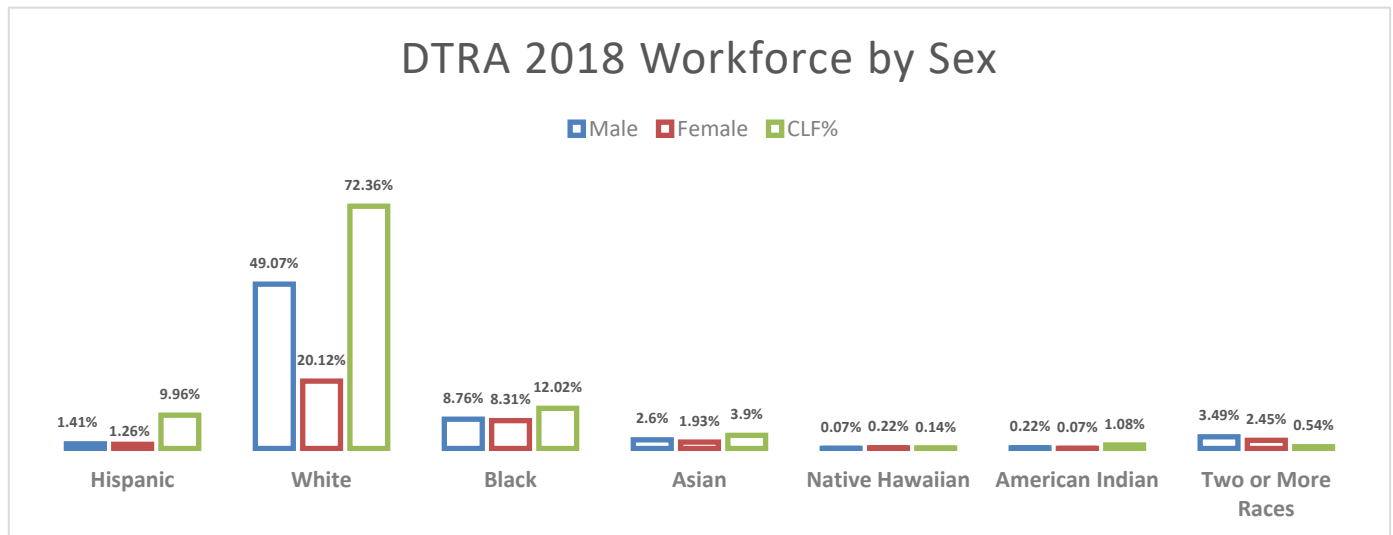
**WORKFORCE DATA HIGHLIGHTS:** DTRA’s workforce analysis provides information regarding the current composition and trends impacting the workforce. The U.S. Census Bureau 2010 Civilian Labor Force (CLF) census data was used as a benchmark.

At the end of FY18, the total workforce (permanent and temporary) was comprised of 1,365 civilians spanning 14 locations worldwide. The total population increased from 1,340 to 1,365 representing a positive net change of 25 (1.87%). The overall workforce consists of 894 (65.49%) Males and 471(34.51%) Females. This is an increase of 1.08% for Male and a decrease of 1.08% for Female representation. [According to the 2010 Civilian Labor Force (CLF), the percentage of Males is 51.84% and Females is 48.14%]. The population of Females has steadily declined since 2012.

#### DTRA Permanent Workforce Compared to CLF:

Race/Ethnicity	Total	%	Male Total	%	Female Total	%	CLF %
Hispanic	36	2.67	19	1.41	17	1.26	9.96
White	947	69.38	669	49.01	278	20.37	72.36
Black	231	16.92	118	8.76	113	8.28	12.02
Asian	61	4.46	35	2.56	26	1.90	3.90
Native Hawaiian/Other Pacific Islander	4	0.29	1	0.07	3	0.22	0.14
American Indian/Native American	4	0.44	3	0.22	1	0.07	1.08
Two or More Races	82	6.01	49	3.59	33	2.42	0.54
<b>Total</b>	<b>1365</b>	<b>100.00</b>	<b>894</b>	<b>65.49</b>	<b>471</b>	<b>34.51</b>	<b>100</b>

#### DTRA Current Workforce by Sex:



Additionally, Hispanics, White Females, Blacks, Asian, Native Hawaiian Males, and American Indians currently have low participation rates when compared to the CLF. (Table A1)



## Summary of Agency Accomplishments are as follows:

**PART H Summary:** Based on the new 2.0 Part G Self-Assessment review, the Agency now has a total of seven deficiencies, of which three are new.

#	Element #	Deficiencies
1	B.3.a	Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?
2	C.2.a.5	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?
	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)]
	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]
3	C.4.e.2	Does the Agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?
	E.4.a.3	Does the Agency have systems in place to accurately collect, monitor and analyze the following data: Recruitment activities?
4	D.1.c	Does the agency conduct exit interviews or survey 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)]
5	D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers?
	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?
6	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.
	E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program?
	E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size?

**PART I Summary:** The Agency will continue seeking methods to enforce the implementation of the Action Plans based on each groups final recommendations. In FY19, the Agency will establish Employee Resource Groups (ERGs) to continue to examine employment-related issues and to further enhance the Agency's current activities to attract, develop and engage DTRA's employees.

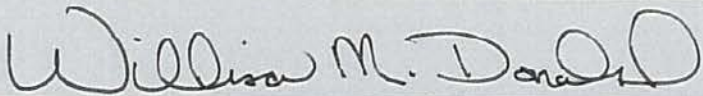
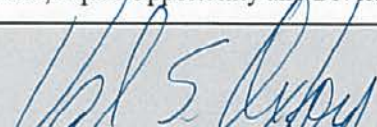
**PART J Summary:** IwDs recruitment and retention remains an area requiring continued improvement to increase the hiring of IwDs. The Agency reviewed its IwDs action plan. This action plan addresses potential barriers and determines how to increase the agency's efforts to recruit, hire, and retain IwDs. In collaboration with HR, EO is making concerted efforts to increase the number and percentages of employees hired with severe/targeted disabilities and fully accommodate them to ensure that they have opportunities for career development and promotions.

**CONCLUSION:** Although the Agency has made progress, the vision of a workforce in which Women, Hispanics, and IwDs are fully represented and utilized has not been wholly achieved. DTRA will continue to sustain efforts to recruit highly-qualified Women, Hispanics, and other minorities. The focus is on: increasing employee engagement and retention and enhancing employee development programs. Moreover, the Agency remains agile in engaging all employees and managers to explore methods to enhance DTRA as a model Agency.



## PART F

### **Certification of Establishment of Continuing EEO Programs**

<b>EEOC FORM 715-01 PART F</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS</b>		
I, Willisa M. Donald, am the Director, Equal Opportunity and Diversity Programs Office		
Principal EEO Director/Official For	Defense Threat Reduction Agency	
<p>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.</p> <p>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.</p> <p>I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.</p>		
		6/23/19
Director, Equal Opportunity and Diversity Programs Office		Date
		
Director, Defense Threat Reduction Agency		Date 6/25/19



## PART G





### **Agency Self-Assessment Checklist**

## 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>A.1 – The agency issues an effective, up-to-date EEO policy statement.</b>	<b>Measure Met?</b>  <b>YES</b>	During EO Newcomer’s monthly training and EO for Supervisors quarterly training
<b>A.1.a</b>	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency’s commitment to EEO for all employees and applicants? If “yes”, please provide the annual issuance date in the comments column. [see MD-715, II(A)]	<b>YES</b>	
<b>A.1.b</b> <span style="color: red;">New</span>	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>A.2 – The agency has communicated EEO policies and procedures to all employees.</b>	<b>Measure Met?</b>  <b>YES</b>	During EO Training; All EO policies and procedures are on the DTRA1 portal
<b>A.2.a</b>	<b>Does the agency disseminate the following policies and procedures to all employees:</b>		
<b>A.2.a.1</b> <span style="color: red;">New</span>	Anti-harassment policy? [see MD 715, II(A)]	<b>YES</b>	
<b>A.2.a.2</b> <span style="color: red;">New</span>	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	<b>YES</b>	
<b>A.2.b</b>	<b>Does the agency prominently post the following information throughout the workplace and on its public website:</b>		
<b>A.2.b.1</b> <span style="color: red;">New</span>	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>NO</b>	EO will work with PA to create an external website
<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>NO</b>	EO will work with PA to create an external website
<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="http://www.dtra.mil/Careers/Onboarding/Sponsor-Program/Reasonable-Accommodation/">http://www.dtra.mil/Careers/Onboarding/Sponsor-Program/Reasonable-Accommodation/</a>
<b>A.2.c</b>	<b>Does the agency inform its employees about the following topics:</b>		
<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>	
<b>A.2.c.2</b> <span style="color: red;">New</span>	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	<b>YES</b>	During the informal and formal process.




<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> <b>New</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 EO 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 Agency-wide Ethics 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>YES</b>	Assessments are done via Federal Viewpoint Survey (FEVS) and Climate Assessments
<b>A.3.a</b> <b>New</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>	EO will work with HR to create an EO annual recognition program
<b>A.3.b</b> <b>New</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>	

**Essential Element B: INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION**  
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>Compliance Indicator</b>  <b>Measures</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>YES</b>	EO Director reports directly to the Agency Head
<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> <b>New</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 §1614.102(c)(1); MD-715 Instructions, Sec. I]	<b>YES</b>	
<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>NO</b>	The MD-715 staff was newly appointed and was unable to upload the report in FEDSEP






<b>B.1.d</b> New	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>YES</b>	Complaints, Alternate Dispute Resolution, Affirmative Employment, Diversity and Anti-Harassment
<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> New	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> New	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> New	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> New	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> New	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>NO</b>	Part H initiated
<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>	Part H
<b>B.3.b</b> New	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>	EO will collaborate to incorporate language
 <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>YES</b>	EO hired 4 new employees; two permanent and two temporary





<b>B.4.a</b>	<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>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 MD-715, 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> New	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> New	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> New	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	<b>YES</b>	
<b>B.4.b</b> New	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,	<b>YES</b>	



	receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?		
 <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>YES</b>	
<b>B.5.a</b>	<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>NO</b>	Not all supervisors were trained but training is provided
<b>B.5.a.1</b> <b>New</b>	EEO Complaint Process? [see MD-715(II)(B)]	<b>YES</b>	Managers and supervisors sign up for training at their discretion
<b>B.5.a.2</b>	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	<b>YES</b>	Provided in HR for Supervisors Training
<b>B.5.a.3</b> <b>New</b>	Anti-Harassment Policy? [see MD-715(II)(B)]	<b>YES</b>	Provided during EO for Supervisors Training
<b>B.5.a.4</b> <b>New</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>	Provided during Civil Training for Supervisors
<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>	Provided during EO for Newcomers Training
 <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>YES</b>	Senior leaders participate in working groups. Currently, no identified action plans
<b>B.6.a</b> <b>New</b>	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	<b>YES</b>	Senior Leaders participates in Special Observance Programs
<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 Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	<b>YES</b>	
<b>Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY</b>			
<b>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>			

 <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>YES</b>	EO Director visits remote sites annually
<b>C.1.a</b> New	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>	ABQ - 02/18; Travis - 09/18; Germany - 01/18
<b>C.1.b</b> New	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>	New EO specialist in ABQ will conduct analysis
<b>C.1.c</b> New	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>	
 <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>  <b>YES</b>	Posters are disseminated throughout the Agency. Also, there is an active internal process
<b>C.2.a</b> New	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)]	<b>NO</b>	New Anti-Harassment Manager came onboard on August 6, 2018
<b>C.2.a.1</b> New	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]	<b>YES</b>	
<b>C.2.a.2</b> New	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)]	<b>YES</b>	The EO Director do not make Final Agency Decisions for Anti-Harassment matters
<b>C.2.a.3</b> New	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)]	<b>YES</b>	There is a Proactive Prevention Team and a separate Complaints Team in the EO office
<b>C.2.a.4</b> New	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.]	<b>YES</b>	
<b>C.2.a.5</b> New	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</u> (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no",	<b>NO</b>	PART H

	please provide the percentage of timely-processed inquiries in the comments column.		
<b>C.2.a.6</b> New	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>NO</b>	<b>PART H</b>
<b>C.2.b</b> New	Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR 1614.203(d)(3)]	<b>YES</b>	
<b>C.2.b.1</b>	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 1614.203(d)(3)(D)]	<b>YES</b>	
<b>C.2.b.2</b> New	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	<b>YES</b>	RA is handled in the HR Office
<b>C.2.b.3</b> New	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)]	<b>YES</b>	RA information is provided with each job posting
<b>C.2.b.4</b> New	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)]	<b>YES</b>	Per the Agency RA Handbook
<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> New	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>	Agency RA Handbook
<b>C.2.c.1</b> New	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="http://www.dtra.mil/Careers/Onboarding/Sponsor-Program/Reasonable-Accommodation/">http://www.dtra.mil/Careers/Onboarding/Sponsor-Program/Reasonable-Accommodation/</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>YES</b>	DPMAP provides mandatory EEO elements for Supervisors
<b>C.3.a</b> New	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>	<b>Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:</b>		
<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> New	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> New	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> New	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>	
<b>C.3.d</b> New	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	<b>YES</b>	
 <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> <b>NO</b>	PART H was established to address effectiveness
<b>C.4.a</b> New	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)]	<b>YES</b>	EO and HR will begin quarterly meetings in 2019
<b>C.4.b</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]	<b>YES</b>	
<b>C.4.c</b> New	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)]	<b>YES</b>	
<b>C.4.d</b> New	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)]	<b>YES</b>	





<b>C.4.e</b> New	<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> New	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	<b>NO</b>	Will address in Part J
<b>C.4.e.2</b> New	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	<b>NO</b>	PART H
<b>C.4.e.3</b> New	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	<b>YES</b>	
<b>C.4.e.4</b> New	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	<b>YES</b>	
<b>C.4.e.5</b> New	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>YES</b>	Findings of discrimination are discussed with the Agency Head, GC and EO
<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>	Zero findings of discrimination in FY 2018
<b>C.5.c</b> New	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>Measures</b>	<b>C.6 – The EEO office advises managers/supervisors on EEO matters.</b>	<b>Measure Met?</b> <b>YES</b>	EO Director promotes supervisor engagement
<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 Director’s Staff Meetings
<b>C.6.b</b> New	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>YES</b>	The EO office conducts an offsite to plan every year
<b>D.1.a</b> New	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> New	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>	EO prepares an end of the year report to review trend analysis and action plans are prepared to establish an EO annual work plan. This information will be assessed to eliminate triggers and counter climate concerns.
<b>D.1.c</b> New	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>NO</b>	PART H
 <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>NO</b>	EO is working on establishing ERGs.
<b>D.2.a</b> New	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	<b>NO</b>	PART H
<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>YES</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 re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	<b>YES</b>	EO coordinates on all reorganizations.
<b>D.2.d</b> New	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] If “yes”, please identify the data sources in the comments column.	<b>NO</b>	PART H



 <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>YES</b>	Action plans and working groups were established
<b>D.3.a.</b> New	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>YES</b>	
<b>D.3.b.</b> New	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>YES</b>	
<b>D.3.c.</b> New	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	<b>YES</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>NO</b>	EO will formulate an affirmative action plan for IwDs and IwTDs
<b>D.4.a.</b> New	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>NO</b>	EO will ensure the action plan is published in FY 2019
<b>D.4.b.</b> New	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> New	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> New	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>	WRP and Schedule A
<b>Essential Element E: EFFICIENCY</b>			
<b>This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.</b>			
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.</b>	<b>Measure Met?</b>  <b>YES</b>	There is an informal and formal complaints manager
<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> New	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> New	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO	<b>YES</b>	45 days or less



	Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.		
<b>E.1.e</b> New	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> New	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>NO</b>	Issued but not timely
<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> New	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> New	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>Measures</b>	<b>E.2 – The agency has a neutral EEO process.</b>	<b>Measure Met?</b> <b>YES</b>	EEOC administrative processes are followed
<b>E.2.a</b> New	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>	
<b>E.2.c</b> New	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>NO</b>	GC and EO agreed to have a different attorney review Final Agency

			Decisions beginning April 2019
<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 Measures</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>YES</b>	ADR was aggressively encouraged in FY 2018
<b>E.3.a</b>	Has the agency established an ADR program for use during both the pre-complaint 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>YES</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> <b>New</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> <b>New</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 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>NO</b>	
<b>E.4.a</b>	<b>Does the agency have systems in place to accurately collect, monitor, and analyze the following data:</b>		
<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>	Currently collecting information on a spreadsheet; iComplaints purchased
<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>NO</b>	PART H
<b>E.4.a.4</b> <b>New</b>	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	<b>NO</b>	New EO program manager trained by OPM on Applicant Flow Data
<b>E.4.a.5</b> <b>New</b>	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	<b>YES</b>	
<b>E.4.a.6</b> <b>New</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>NO</b>	PART H

<b>E.4.b</b> New	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>	FEVS and Climate Survey
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.</b>	<b>Measure Met?</b>  <b>NO</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>NO</b>	Part H Currently using the EO Dashboard
<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>	Part H
<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>	Part H
<b>Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE</b> This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.			
 <b>Compliance Indicator</b>  <b>Measures</b>	<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>YES</b>	Formal Complaints Manager monitor and assess
<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>YES</b>	Formal Complaints Manager monitor and assess
<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> New	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>YES</b>	No Fear, 462 Report, DVAAP, and FEORP are timely submitted
<b>F.3.a</b> New	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> New	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	<b>NO</b>	Will comply in FY 2019



## PART H

### **Deficiencies and Planned Activities**

## MD-715 – Part H - 1

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

#### Defense Threat Reduction Agency

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

#### Statement of Model Program Essential Element Deficiency -

Type of Program Deficiency	Brief Description of Program Deficiency
<b>B.3.a</b>	Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
October 2017	EO will collaborate with HR regarding Strategic Workforce Planning groups; Vacancy Planning, Recruitment/Outreach Planning and Training/Career Development Planning and other workforce changes.	12/2020	1/2019	

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equal Opportunity and Diversity Programs Office	Willisa Donald	NO
Director, Human Resource Directorate	Jamie S. Millsaps, Colonel USAF	NO

#### Planned Activities Toward Completion of Objective

<b>Target Date</b>	<b>Planned Activities</b>	<b>Sufficient Funding &amp; Staffing? (Yes or No)</b>	<b>Modified Date</b>	<b>Completion Date</b>
11/2017	HR and EO will establish points of contact (POCs) to participate on standing meetings for recruitment strategies, vacancy projections, succession planning, training and career planning.	YES		03/2018
11/2017	HR POC will ensure EO is invited to participate and collaborate on Strategic Workforce Planning initiatives.	YES		01/2018
01/2018	EO will conduct an in-processing brief for all new employees during On-Boarding.	YES		Ongoing
01/2018	HR will ensure EO is invited to participate as an Advisor on the Leadership Development Programs (LDP).	YES		02/2018
05/2018	HR will provide EO the annual outreach schedule to solicit participation of EO subject matter experts (i.e., schools and organizations).	YES		
06/2018	EO and HR Directors will meet quarterly to discuss Agency recruitment efforts and review results.	YES		
07/2018	EO will develop a diversity and inclusion strategic plan to address the agency's human capital needs from an EEO, diversity and inclusion perspective. The plan will include: recruitment, workforce planning, employee development, and leadership development.	YES		
10/2018	HR and EO will track and analyze recruitment efforts to identify potential barriers for the employment of Women, Hispanics and Individual with Disabilities.	YES		
<b>Report of Accomplishments</b>				
<b>Fiscal Year</b>	<b>Accomplishments</b>			
<b>FY2018</b>	HR and EO established respective points of contact and scheduled regular meetings to discuss MD-715 initiatives.			



Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
	<p>In FY 2018, HR streamlined the Onboarding process by using the USA Staffing (USAS) portal for maintaining a paperless process for all new hires to the Agency. The paperless process and completion of forms in the USAS portal resulted in a smooth transition of scanning required documents to electronic routing directly to the employees official personnel file eOPF. HR maintains a robust orientation to all new employees to the Agency from October 2017 to September 2018. EO participated in the bi-weekly scheduled and coordinated briefings for all new onboarding employees. All new employees were provided with policies, procedures, and point of contact information for their respective Directorate.</p> <p>The DTRA Leadership Development Program (LDP) supports the overall Agency Strategic Plan. Programs within the LDP offer opportunities for interagency relationship building, facilitate innovation, reduce barriers to managing DTRA talent and, by developing leaders, support delegation of decision authorities to lowest possible levels.</p> <p>The program supports deliberate development through progressive opportunities. The LDP structure is based on the DoD Leader Development Continuum/Competencies and is designed to prepare Agency employees for leadership positions.</p> <p>DTRA's Leadership Development Council (LDC) (formerly the Workforce Development Council), consists of representatives from each of DTRA's subordinate Directorates and an advisor from the EO office. HR seeks the advice and input of the LDC in evaluating new and ongoing programs. The LDC also reviews, rates and ranks application packages for DTRA's competitive leadership development programs.</p>			

## MD-715 – Part H - 2

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

#### Defense Threat Reduction Agency

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

#### Statement of Model Program Essential Elements Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
<b>C.2.a.5</b>	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.
<b>C.2.a.6</b>	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>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]

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
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.	10/18/2019		

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Anti-Harassment Manager	Claudette Persaud	Yes
Director, Equal Opportunity and Diversity Programs Office	Willisa Donald	Yes

Responsible Official(s)				
Title		Name	Performance Standards Address the Plan? (Yes or No)	
Planned Activities Toward Completion of Objective				
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
03/31/2019	Revise the DTRA Anti-Harassment Instruction to include the timeframes and the complaint’s process.	YES		
06/1/2019	Publish the Anti-Harassment policy and instruction.	YES		
04/15/2019	Provide Anti-Harassment training to managers, supervisors and DTRA employees.	YES		
01/03/2022	Ensure all inquiries for allegation of harassment are addressed within 10 days of notification and track.	YES		
03/31/2019	Establish an effective Anti-Harassment process/procedures and ensure there is a protection against retaliation.	YES		
10/31/2018	Track harassment inquires and investigation.	YES		
Report of Accomplishments				
Fiscal Year	Accomplishments			
2018	EO established its Anti-Harassment Program (AHP) in October 2018. An Anti-Harassment tracking tool was created to track all incoming claims of harassment (hostile work environment and/or bullying).			
	Since October 2018, the Anti-Harassment Team conducted approximately 10 Anti-Harassment Counseling Sessions and met with Management Officials and provided briefings and information on the AHP and procedures. The Anti-Harassment Directive 1020.03 is currently being revised.			
	The team also created marketing and promotional materials such as an informational brochure, a flyer and a training presentation. AHP training will be provided to the DTRA workforce in FY19. EO will also host a Harassment Free Zone week to educate and provide awareness to the workforce.			

## MD-715 – Part H - 3

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

#### Defense Threat Reduction Agency

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

#### Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
<b>C.4.e.2</b>	Does the Agency EO Office collaborate with the HR Directorate to develop and/or conduct outreach and recruitment initiatives in accordance with MD-715 standards?
<b>E.4.a.3</b>	Does the Agency have systems in place to accurately collect, monitor, and analyze the following data: Recruitment activities? [see MD-715, II(E)]

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
10/2017	Establish a Recruitment Strategy/Plan to address low participation rates for Minorities, Women, and IwD within the Agency.	12/2019	12/2018	

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equal Opportunity and Diversity Programs Office	Willisa Donald	YES
Director, Human Resource Directorate	Jamie S. Millsaps, Colonel USAF	YES

#### Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
01/2018	EO will identify POC(s) to participate in HR recruitment efforts.	YES		

02/2018	HR will invite EO to participate in the development of the annual Outreach	YES		
05/2018	EO will provide a list of colleges and universities for recruitment efforts; provide recommendations, and share recruitment best practices for Hispanics, Women and IwD (30% or more Disabled Vets) in government.	YES		
10/2018	EO in collaboration with HR, will track Agency recruitment efforts by applicant groups using applicant flow data reports provided by the DLA.	YES		
10/2018	EO in collaboration with HR, will analyze recruitment efforts to identify potential barriers.	YES		
11/2018	EO will conduct data analysis by using appropriate comparators and statistical methods for recruitment efforts.	YES		

### Report of Accomplishments

<b>Fiscal Year</b>	<b>Accomplishments</b>
<b>2018</b>	<p>Subject planning sessions have resulted in HR and EO identifying key outreach events to participate in each year. Such events include job fairs at various colleges and universities targeted in the science, technology, engineering, and math (STEM) academic areas; job fairs focusing on hiring veterans; job fairs focused upon hiring individuals with disabilities; and job fairs within the NCR or Albuquerque area.</p> <p>Members of HR and EO also discuss who would participate in the outreach event, and how managers would benefit in participating at the event. Subject outreach events in FY18 resulted in numerous resumes collected, along with successfully branding DTRA to the public.</p> <p>Schools/events targeted in 2018 by HR include (not all-inclusive):</p> <ul style="list-style-type: none"> <li>• Hiring Heroes Event, Military in Transition/Spouses, San Antonio, TX</li> <li>• 5th Annual Warrior Community Integration Symposium, Military in Transition/Spouses, Atlanta, GA</li> <li>• Veterans Job Fair at the Air Force Academy, Military in Transition/Spouses, Denver, CO</li> <li>• Hiring Our Heroes, Wounded Warriors, Fort Dix/McGuire, NJ</li> </ul>

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
	<ul style="list-style-type: none"> <li>• Disabled American Veterans (DAV) Career Fair/Reserve Officer Training Corps (ROTC) Visit, Military in Transition/Spouses, St Louis, MO</li> <li>• Hiring Heroes Career Fair, Camp Pendleton, CA</li> <li>• Wounded Warriors, San Diego, CA</li> <li>• Hiring Heroes Career Fair, Ft. Campbell Wounded Warriors, Nashville, TN</li> <li>• Hiring Heroes Career Fair, Military in Transition/Spouses, Fort Riley, KS</li> <li>• Hiring Heroes Career Fair, Wounded Warriors, Houston, TX</li> <li>• Veterans at University of New Mexico Job Fair</li> <li>• Stanford University, Stanford, CA</li> <li>• Arizona State University, Tempe, AZ</li> <li>• New Mexico Tech, Socorro, NM</li> <li>• University North Texas, Denton, TX</li> </ul>			

MD-715 – Part H - 4				
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program				
<b>Defense Threat Reduction Agency</b> Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program. <input type="checkbox"/> If the agency did not address any deficiencies during the reporting period, please check the box.				
<b>Statement of Model Program Essential Element Deficiency</b>				
<b>Type of Program Deficiency</b>	<b>Brief Description of Program Deficiency</b>			
<b>D.1.c</b>	Does the agency conduct exit interviews or survey 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>Objective(s) and Dates for EEO Plan</b>				
<b>Date Initiated</b>	<b>Objective</b>	<b>Target Date</b>	<b>Modified Date</b>	<b>Date Completed</b>
01/15/19	Ensure exit interviews and survey includes questions to improve recruitment, hiring, inclusion, retention and advancement with IwDs.	12/2020		
<b>Responsible Official(s)</b>				
<b>Title</b>	<b>Name</b>	<b>Performance Standards Address the Plan?</b> (Yes or No)		
Director, Equal Opportunity and Diversity Programs Office	Willisa Donald	NO		
Director, Human Resource Directorate	Jamie S. Millsaps, Colonel USAF	NO		
<b>Planned Activities Toward Completion of Objective</b>				
<b>Target Date</b>	<b>Planned Activities</b>	<b>Sufficient Funding &amp; Staffing?</b> (Yes or No)	<b>Modified Date</b>	<b>Completion Date</b>
04/15/19	Collaborate with HR to develop exit interview and survey questions.	YES		



<b>Target Date</b>	<b>Planned Activities</b>	<b>Sufficient Funding &amp; Staffing? (Yes or No)</b>	<b>Modified Date</b>	<b>Completion Date</b>
05/30/19	Ensure questions target recruitment, hiring, inclusion, retention and advancement with IwDs.	YES		
06/30/19	Release revised exit survey questions.	YES		
07/31/19	Track and evaluation survey results.	YES		
10/2018	EO in collaboration with HR, will analyze recruitment efforts to identify potential barriers.	YES		
11/2018	EO will conduct data analysis by using appropriate comparators and statistical methods for recruitment efforts.	YES		
<b>Report of Accomplishments</b>				
<b>Fiscal Year</b>	<b>Accomplishments</b>			
<b>2018</b>	EO and HR will collaborate on this deficiency in FY19.			

## MD-715 – Part H - 5

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

#### Defense Threat Reduction Agency

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

#### Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
<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>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 program; 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.

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
10/2017	Develop a process to collect data and conduct a trend analysis for management/personnel policies and practices by race, national origin, sex and disability.	12/2020	12/2019	

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equal Opportunity and Diversity Programs Office	Willisa Donald	NO
Director, Human Resource Directorate	Jamie S. Millsaps, Colonel USAF	NO

#### Planned Activities Toward Completion of Objective

<b>Target Date</b>	<b>Planned Activities</b>	<b>Sufficient Funding &amp; Staffing? (Yes or No)</b>	<b>Modified Date</b>	<b>Completion Date</b>
10/2018	EO will review all policies, practices and procedures for any hidden impediments to equal opportunity.	YES		
05/2018 09/2018 02/2019 06/2019	EO will schedule quarterly reviews to determine if any hidden impediments or disparities exist, impacting employees based on race, ethnicity, sex, or disability.	YES		
06/2018 10/2018 02/2019 06/2019	EO will provide input and/or recommended changes to policies, practices and procedures, as appropriate.	YES		
06/2018 10/2018 02/2019 06/2019	EO will monitor recommendations until implementation is complete and routinely assess as needed.	YES		
03/20/2019	Conduct workforce analysis and identify triggers to find barriers and improve deficiency in the Agency.	YES		
06/20/2019	Collect information from Employee Climate Survey responses to identify and address barriers in the Agency.	YES		
02/21/2019	Conduct complaint trends analysis using iComplaints tracking system.	YES		
01/15/2019	Review EEO complaint activity to determine potential barriers and correct any undesired conditions.	YES		
04/04/2019	Collect data an Anti-harassment to identify trends.	YES		
09/2018	Identify and analyze DTRA management personnel policies and procedures.	YES		
07/2018	Review and conduct a trend analysis to determine if disparity exists based on race, sex, and/or disability.	YES		
10/2018	Update dashboard and examine data trends.	YES		

## Report of Accomplishments

Fiscal Year	Accomplishments
2018	<p><b>SEPM:</b> In FY18, EO Offices within the complex partnered and co-sponsored 11 SEP events. DTRA sponsored the National Disability Employment Awareness Month and (approximately 95 employees were in attendance) and the National Hispanic Heritage Month (approximately 50 employees were in attendance). EO will continue to monitor the impact of these events in FY19.</p> <p><b>AHP:</b> The AHP was recently established to maintain a harassment free work environment and to provide awareness to the Agency workforce. To date, the team has drafted the AHP instruction which is pending approval.</p> <p><b>Dashboards and Reports:</b> In FY18, EO continued to collaborate with HR and the Information Integration and Technology Services (IT) Directorate to upgrade of the internal EEO Dashboard (Business Intelligence Solution). The Dashboard was reconfigured to include the new EEOC requirement for MD-715 Data tables. Specifically, the B tables were significantly impacted by the format change requesting different categories of information.</p> <p>The A tables continues to support EEOC's current dashboard format but the B tables will be calculated, and populated manually for the FY18 submission. During FY19, EO, HR, and IT will continue to work on data collection, calculation, and formatting to fulfill the needs of the newly formatted data tables from EEOC.</p> <p><b>Data Management/Automation:</b> The current data management/automation process works for the previous format of the MD-715 data tables. However, improvements can be made on the loading of the data. HR, and IT are in the process of taking the two independent data collection efforts and ensure both efforts can be met through a single, more comprehensive data collection effort. This will reduce the time and effort it takes to load both sources as well as focus all data cleansing activities to ensure the source data reflects what has actually occurred on a monthly basis.</p>

## MD-715 – Part H - 6

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

#### Defense Threat Reduction Agency

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

☐ If the agency did not address any deficiencies during the reporting period, please check the box.

#### Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
<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?
<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?
<b>E.5.c</b>	Does the agency compare its performance in the EEO process to other federal agencies of similar size?

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
01/30/2019	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.	02/15/2020		

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equal Opportunity and Diversity Programs Office	Willisa Donald	YES

#### Planned Activities Toward Completion of Objective

<b>Target Date</b>	<b>Planned Activities</b>	<b>Sufficient Funding &amp; Staffing? (Yes or No)</b>	<b>Modified Date</b>	<b>Completion Date</b>
04/2019	Examine EEO program trends to determine whether the agency is meeting its obligations under the statutes EEOC enforces	YES		
04/2019	Identify Federal agencies of similar size and determine programs that are congruent and implement new strategies and ideas.	YES		
07/2019	Research and implement best practices to improve the EEO program effectiveness.	YES		
09/2019	Incorporate practices that will improve our EEO process	YES		

### **Report of Accomplishments**

<b>Fiscal Year</b>	<b>Accomplishments</b>
<b>2018</b>	For FY19, EO have identified benchmarking opportunities with several federal agencies of similar size to compare their Diversity and Inclusion, Disability, Employee Resource Groups efforts. We are scheduled to visit Internal Revenue Services, Human Health Services, the State Department, United States Coast Guard and Department of Homeland Security to discuss their experiences establishing their programs, lesson learned and pitfalls.



## PART I

### Plans for Trigger Identification and Barrier



## MD-715 – Part I

### Agency EEO Plan to Eliminate Identified Barrier

#### **DTRA FEMALE WORKFORCE**

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

☐ If the agency did not conduct barrier analysis during the reporting period, please check the box.

#### **Statement of Condition That Was a Trigger for a Potential Barrier:**

<b>Source of the Trigger</b>	<b>Specific Workforce Data Table</b>	<b>Narrative Description of Trigger</b>
<b>DTRA Female Workforce</b>	<b>Table A1</b>	Overall, the Agency total workforce for FY18 participation rate for Females was 471 (34.51%). This is below the 2010 CLF of 48.16%.
<b>Workforce GS-14 thru SES</b>	<b>Table A4</b>	GS-14 Females were 107 (29.72%) in FY18 vs. 108 (31.49%) FY 2017. GS-15 Females were 44 (21.36%) in FY18 vs. 38 (17.92%) FY 2017. SES Females were 3 (21.43%) in FY18 an increase from 3 (18.75%) in FY17.
<b>New Hires</b>	<b>Table A-8</b>	The Agency hired 168 new employees of which 77 (45.83%) were Females.
<b>Career Development</b>	<b>Table A-12</b>	The Agency offered Competitive Professional Development Programs (CPDPs) in FY18. GS-05 thru GS-12: Overall Females participation were 6 (50%). GS-13 and GS-14: Overall Females participation were 11 (36.67%). GS 15 and SES: Overall Female participation was 1 (25.00%).
<b>Separation</b>	<b>Table A-14</b>	142 employees separated the Agency. Females were separated at a rate of 53 (36.30%) while they represent only 34.51% of the overall DTRA population.

#### **EEO Group(s) Affected by Trigger**

<b>EEO Group</b>
<b>All Women</b>

## Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	NO	Previously collected data from several federal agencies to identify barriers
Complaint Data (Trends)	NO	Previously collected complaints data from FY12 – FY15.
Grievance Data (Trends)	NO	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NO	
Climate Assessment Survey (e.g., FEVS)	YES	Reviewed the Agency's FEVS and conducted a Climate Survey - FY18
Exit Interview Data	NO	Previously reviewed the Agency's exit interview data from FY12 – FY15.
Focus Groups	NO	Previously a group of 10 individuals including a Senior Leader Champion and two Chairpersons facilitated the focus groups to identify and address the barriers – FY15.
Interviews	NO	Previously conducted Agency-wide interviews of supervisors, managers and the workforce for views of the Agency's workforce - FY15.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO	Previously the workgroup reviewed the EEOC Women's report and other supporting documents – FY15
Other (Please Describe)		

## Status of Barrier Analysis Process

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

## Statement of Identified Barrier(s)

### Description of Policy, Procedure, or Practice

DTRA's Policies and procedures are reviewed regularly by the EO Office to ensure that the content provides equitable opportunity. DTRA must sustain efforts to recruit highly-qualified women. Women low representation and advancement in DTRA have been identified as a trigger.

Develop and implement strategies for the recruitment and selection of highly qualified women for positions at the highest levels.

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

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
Identify the cause(s) of potential barriers for recruiting women.	04/14/2019	09/30/2020	YES		

## Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equal Opportunity and Diversity Programs Office	Willisa Donald	YES
Director, Human Resource Directorate	Jamie S. Millsaps, Colonel USAF	YES

## Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Modified Date	Completion Date
<b>Trigger Identification</b>  In 2016, the Agency established the Women's Working Group and develop recommendations that was presented to Senior Leadership.			
03/30/2015	Hosted quarterly "Women in the Workplace Brown Bags" session to discuss women's issues, challenges, issues and successes.		06/30/2016

Target Date	Planned Activities	Modified Date	Completion Date
05/15/2015	Obtained a SES Champion to establish the Women's Working Group (WWG).		09/30/2016
06/15/2015	Developed a WWG to address areas of Recruitment and Hiring, Career Development and Retention.		07/31/2015
07/15/2015	Developed a comprehensive internal and external data collection plan.		08/15/2015
07/30/2015	Examined Female Data and Trends		09/30/2015
10/15/2015	Provided Final WWG Report of results and fact-finding.		09/30/2016
<b>Barrier Analysis</b>			
02/15/2018	Finalize Employee Resource Group (ERG) Charter and guidance to establish new working groups to examine perceived barriers		
03/05/2019	Establish the Women's ERG (W/ERG) to address the low participation of Women in the Agency.		
04/30/2019	Select a SES sponsor (Champion) to play an active role within the W/ERG.		
06/08/2019	Hold W/ERG monthly meetings to collaborate on targeted outreach strategies and diversity-related matters.		
08/29/2019	Develop and provide workshops, brown bags and seminars to promote cultural awareness for Women.		
09/01/2019	Develop partnerships with women's organizations, colleges, and universities within the DC Metro area		
10/15/2019	Target recruitment efforts towards women from diverse backgrounds (including veterans) through networking/partnerships with women's and veterans' organizations.		

Target Date	Planned Activities	Modified Date	Completion Date
11/01/2019	Develop recruitment strategies to improve female participation in critical mission occupation.		
12/30/2019	Conduct an analysis to determine retention issues within the Agency (i.e., exit survey, OPM Employee Viewpoint Survey).		

### Report of Accomplishments

Fiscal Year	Accomplishments
<b>FY 2018</b>	<p>In FY18, HR continued partnerships and alliances with diverse professional organizations and educational institutions. The EO Office will collaborate with HR to increase the number of minority and female candidates applying for positions suitable for recruitment by:</p> <ul style="list-style-type: none"> <li>• Assessing DTRA- wide recruitment activities</li> <li>• Coordinating EEO Office participation in recruitment events</li> <li>• Working with minorities institutions to deliver informational outreach sessions on job opportunities at DTRA</li> <li>• Facilitate transition for female veterans into the civilian workforce</li> <li>• Continue to offer a formal detail/rotation process and current opportunity to promote career advancement</li> <li>• Develop a comprehensive recruitment strategy and best practices for Hispanics, Women, Veterans, STEM, Individual with Disability and Mission Critical Occupation</li> <li>• Adopt and tailor OPM Recruitment, Engagement, Diversity and Inclusion Program (REDI) roadmap for ideas</li> <li>• Increase retention of Women in the Agency</li> </ul>

## MD-715 – Part I

### Agency EEO Plan to Eliminate Identified Barrier

#### **DTRA HISPANIC WORKFORCE**

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

☐ If the agency did not conduct barrier analysis during the reporting period, please check the box.

#### **Statement of Condition That Was a Trigger for a Potential Barrier:**

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
<b>DTRA Hispanic Workforce</b>	<b>Table A-1</b>	Using the 2010 CLF of 9.96% (Hispanic Males were 5.17% and Hispanic Females were 4.79%) as a benchmark, Hispanics had a low participation rate of 2.64% (Hispanic Males 1.39% and Hispanic Females 1.25%) in the overall workforce.
<b>Senior Executive Service</b>	<b>Table A-4</b>	The participation rate of Hispanics males and females in the total workforce at the Senior Executive Service (SES) at DTRA is 0%. During the FY18, there were no Hispanics selected for the SES.
<b>New Hires</b>	<b>Table A-8</b>	The Agency hired one (0.60%) Hispanic Male employee.
<b>Separation</b>	<b>Table A-14</b>	Three Hispanics separated from DTRA during FY18. Males separated at a rate of 0.70% and females separated at a rate of 1.41% while they represented only 2.64% the overall DTRA population.

EEO Group(s) Affected by Trigger

#### **EEO Group**

**Hispanic or Latino Males**

**Hispanic or Latino Females**

#### **Barrier Analysis Process**

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	NO	Previously collected data from several federal agencies to identify barriers – FY12
Complaint Data (Trends)	NO	Previously collected complaints data from FY10 – FY14.

<b>Sources of Data</b>	<b>Source Reviewed?</b> (Yes or No)	<b>Identify Information Collected</b>
Grievance Data (Trends)	NO	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NO	
Climate Assessment Survey (e.g., FEVS)	YES	Reviewed the Agency's FEVS and Climate Survey from FY17 – FY18.
Exit Interview Data	NO	Previously reviewed the Agency's exit interview data from FY10 – FY14.
Focus Groups	NO	Previously a group of 12 individuals including a Senior Leader Champion and two Chairpersons facilitated the focus groups to identify and address barriers – FY12.
Interviews	NO	Previously conducted Agency-wide interviews of supervisors, managers and the workforce for their views of the Agency's workforce – FY12.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO	
Other (Please Describe)		

### Status of Barrier Analysis Process

<b>Barrier Analysis Process Completed?</b> (Yes or No)	<b>Barrier(s) Identified?</b> (Yes or No)
YES	YES

### Statement of Identified Barrier(s)

<b>Description of Policy, Procedure, or Practice</b>
The Agency continued to work on the low participation rates of Hispanics. In FY18, the EO Office with the support of HR was committed to identify and minimize potential barriers to improve the representation of Hispanics at DTRA.

### 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</b>	<b>Date Completed</b>
Identify and address all potential barriers for Hispanics/Latino within DTRA's workforce.	12/04/2018	12/15/2019	YES		

### Responsible Official(s)

<b>Title</b>	<b>Name</b>	<b>Performance Standards Address the Plan? (Yes or No)</b>
Director, Equal Opportunity and Diversity Programs Office	Willisa Donald	YES
Director, Human Resource Directorate	Jamie S. Millsaps, Colonel USAF	YES

### Planned Activities Toward Completion of Objective

<b>Target Date</b>	<b>Planned Activities</b>	<b>Modified Date</b>	<b>Completion Date</b>
Trigger Identification			
In 2014, the Agency established the Hispanic Working Group and develop recommendations that was presented to Senior Leadership.			
03/30/2012	Developed a charter to establish the roles and responsibilities of the HWG.		09/20/2013
04/15/2013	Developed an Hispanic Action Plan in collaboration with HR.		09/30/2014
05/15/2014	Obtained a SES Champion to establish the Hispanic Working Group (HWG).		09/15/2015
07/01/2014	Developed a comprehensive internal and external data collection plan.		01/30/2015
07/30/2014	Examined Hispanics Data and Trends		09/30/2014
10/01/2014	Provided Final HWG Report of results and fact-finding.		06/30/2015

Target Date	Planned Activities	Modified Date	Completion Date
<b>Barrier Analysis</b>			
02/05/2019	Finalize the ERG Charter and guidance to establish new working group to examine perceived barriers.		
03/05/2019	Establish a Hispanic ERG (H/ERG).		
04/15/2019	Select a SES sponsor (Champion) who will play an active role within the H/ERG.		
06/30/2019	Hold H/ERG monthly meetings to collaborate on targeted outreach strategies and diversity-related matters.		
07/15/2019	Conduct in-depth barrier analysis in collaboration with H/ERG to identify policies and practices that may prevent advancement in the representation of Hispanics at DTRA.		
08/29/2019	Develop and provide workshops, brown bags and seminar to promote cultural awareness in working with Hispanics.		
09/30/2019	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.		
10/01/2019	Identify separate committees within the HWG to work on specific strategies of the plan.		
11/15/2019	Review hiring, promotion, and career development programs of other Federal Agencies and private sector companies to benchmark best practices.		
12/11/2019	Conduct a Climate Survey of the DTRA Albuquerque facility.		
01/15/2020	Conduct Awareness Sessions for Agency employees and discuss ways to enhance opportunities for Hispanics.		

Target Date	Planned Activities	Modified Date	Completion Date
<b>Report of Accomplishments</b>			
Fiscal Year	Accomplishments		
<b>FY 2018</b>	<p>DTRA reviewed and modified outreach and recruitment strategies to ensure a diverse applicant pool that includes qualified Hispanics. Efforts included outreach at conferences, colleges/universities and information briefs at local schools colleges and community events with large Hispanic populations. In addition, special recruitment teams were established for engineering and scientist positions specifically targeted to Hispanic/Latino Americans seeking employment. Partnerships with professional Hispanic affinity organizations provides DTRA with the opportunity to market the Agency as an employer of choice.</p> <p>In FY18 EO and HR continues to educate manager, through supervisory training sessions and other venues on workforce demographics, diversity goals and objectives and the benefits of diversity in the workforce. Senior Leaders will continue to receive EEO, D&amp;I training and to increase participation in Diversity activities and actions.</p>		



## PART J

### Individuals with Targeted Disabilities

## MD-715 – Part J

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

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

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

The percentage of PWDs in the GS-1 to GS 10 cluster was 0.95% (13) for FY18, which falls below the goal of 12%

The percentage of PWDs in the GS-11 to SES cluster was 12.16.% (166) in FY18, which is above the goal of 12%

The overall PWDs percentage is 13.11% (179).

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

The percentage of PWTDs in the GS-1 to 10 cluster was 0.146% (2) in FY18, which is below the goal of 2%.

The percentage of PWTDs in the GS-11 to SES cluster was 1.098% (15) in FY18, which is below the goal of 2%.

The overall PWTDs percentage is 1.245% (17).

Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

DTRA's participation rate has increased from FY17 0.82% (11) for PWTDs. The Agency hired five PWTDs in FY18 increasing our percentage to 1.245% (17). In addition, 12 PWDs

were hired in FY18. The Agency continues to promote special hiring authorities by educating hiring officials and hiring managers.

## 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.

### PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

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

In FY18, an employee, from another Directorate, was detailed and later became a permanent member to the EO Office. She assisted the EO Director with office administrative functions, Special Emphasis Programs and the Workforce Recruitment Program. She was instrumental in bringing onboard three interns for the WRP program.

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	0	0	0	Charletta R. Anderson Human Resource Specialist, charletta.r.anderson.civ@mail.mil
Answering questions from the public about hiring authorities that take disability into account	1	0	0	Cheryl Williams-Payton, Disability Program Coordinator, Equal Opportunity and Diversity Programs Office, Cheryl.b.williams6.civ@mail.mil
Processing reasonable accommodation requests from applicants and employees	1	0	0	Mary Lewandowski, Reasonable Accommodation Coordinator, Human Resources, Mary.h.lewandowski.civ@mail.mil
Section 508 Compliance	1	0	0	Robert R. Bleck, Team Lead, DTRA 508 Program Coordinator, Information Resources Department, robert.r.bleck.civ@mail.mil

Architectural Barriers Act Compliance	1	0	0	Patrick Bass, Team Lead, Facilities Plans and Space Management, AL-ELF, patrick.r.bass.civ@mail.mil
Special Emphasis Program for PWD and PWTD	1	0	0	Cheryl Williams-Payton, Disability Program Coordinator, Equal Opportunity and Diversity Programs Office, Cheryl.b.williams6.civ@mail.mil

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

The Disability Coordinator attended a Special Emphasis Manager Training course and is scheduled to attend additional training in FY19.

### **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

The Agency currently has a Sign Language Interpreter (SLI) agreement with the Defense Logistics Agency to support the needs of employees requesting SLI. SLIs were available for meetings, trainings, brown bags, and special emphasis observances.

## **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.

### **PLAN TO IDENTIFY JOB APPLICANTS WITH DISABILITIES**

Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

**Workforce Recruitment Program** is a DOL/DoD recruitment initiative which helps DTRA identify qualified students with disabilities for summer employment and potentially provide the opportunity to retain the students by offering permanent positions.

**PLAN:**

- Marketing efforts through flyers, postcards, and digital signage to increase awareness and participation; bring on board at least 14 interns for FY19 and offer interns permanent positions using Schedule A hiring authority.
- Partner with HR to ensure processes and WRP Action Plan is adhered to.
- Host at least two sessions to kick-off the WRP to educate managers and provide awareness on the hiring process.
- Create WRP Blog and submit article in HR Connection to advertise the program.
- Conduct Disability etiquette training for supervisors and managers.
- Conduct mandatory training during orientation and establish training day for interns to complete mandatory on-line training.
- Plan and organize WRP intern meet and greet.
- Host WRP farewell ceremony for interns, their supervisors and co-workers.
- Develop and distribute exit survey for WRP students to determine their overall experience working at DTRA.

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.

**SCHEDULE A** allows DTRA to hire qualified PWDs and PWTDs non competitively using 5 CFR § 213.3102 (u). The Disability Coordinator and HR will continue to implement Schedule A based on the following.

**PLAN:**

- Maintain Schedule A database repository for resumes.
- Educate hiring managers and supervisors on the use and advantages of the Schedule A appointment authority for hiring.
- Serve as a resource to PWDs/PWTDs seeking information about current job opportunities.
- Create a Schedule A Information Sheet and include Frequently Asked Questions.

**DISABLED VETERANS PROGRAM** ensures compliance with the EO13548 for Federal agencies to hire more Veterans. DTRA is committed to seek ways to increase the hiring of Veterans, especially those who are 30% or more disabled. Approximately 24.62% of DTRAs workforce comprised of disable veterans, of which 20.37% were veterans with a disability rate of 30% or higher.

**PLAN:**

- Collaborate with HR and Wounded Warrior representatives to discuss effective ways to hire Veterans.
- Develop a list of outreach resources of Veterans, Vocational Rehabilitation Centers, and PWDs/PWTDs organizations.
- Build partnerships to help expand disability outreach efforts.
- Attend career fairs and other opportunities to recruit and obtain applications for veterans.
- Assist with matching Wounded Warrior candidates with DTRA job vacancies.



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 EO office maintains a database with resumes and Schedule A certification letters obtained by the candidate in compliance with the Schedule A hiring authority. Based on the occupation being hired, EO provide resumes and Schedule A letters to HR upon request to provide to supervisors and hiring managers. During the hiring process, supervisors meet with HR (strategic conversation) to provide information on the disability program and the use of Schedule A.

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                  N/A

The Agency currently conducts a mandatory training – “Roadmap to Success: Hiring People with Disability”. This one hour online training is available to the workforce. In addition, HR provides awareness to all hiring managers on the use of hiring authorities that is inclusive to PWDs and PWTDs.

## **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 participated in the Workforce Recruitment Program (WRP) and hired four summer interns. In FY19, the Agency is scheduled to visit the Fort Belvoir Wounded Warrior Office, and Vocational Rehabilitation Centers to establish and build collaborative relationships and to promote programs for PWDs and PWTDs.

## **PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)**

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 <b>X</b>	No
b. New Hires for Permanent Workforce (PWTD)	Yes	No <b>X</b>

Among the new hires in the permanent workforce, triggers exist for PWD 5.98% (10), this falls below the benchmark of 12%. Among PWTDs 2.395% (4) were new hires and this percentage is above the 2% benchmark. DTRA hired 167 new employees in the permanent workforce.

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 <b>X</b> | No |
| b. New Hires for MCO (PWTD) | Yes <b>X</b> | No |

EO and HR is working on identifying Agency MCOs.
--

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

In FY19, EO will coordinate with HR/IT data team to obtain data on qualified internal applicants identified as a PWDs or PWTDs for the mission-critical occupational groups.
--

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 |
| b. Promotions for MCO (PWTD) | Yes <b>X</b> | No |

EO and HR is working on identifying Agency MCOs.
--

## 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.

### ADVANCEMENT PROGRAM PLAN

Describe the agency’s plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

At this time, we don’t have any programs designated specifically for PWDs/PWTDs. This item will be addressed in the action plan.
--

## CAREER DEVELOPMENT OPPORTUNITIES

Please describe the career development opportunities that the agency provides to its employees.

DTRA provides comprehensive individual, leadership and professional development programs to its employees and military members. Programs include individual and group training, a multi-track leadership development program with both competitive and non-competitive elements, a mentoring program, a career broadening program, programs supporting pursuit of academic degrees and other developmental programs. All programs are fully compliant with CFR Title 5, parts 410 and 412 and are accessible and open to all employees, including PWDs/PWTDs. Reasonable accommodations are always provided.

In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate. [Collection begins with the FY18 MD-715 report, which is due on February 28, 2019.]

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Fellowship Programs	3	2	0	0	0	0
Mentoring Programs	37	37	2	2	1	1
Coaching Programs	N/A	N/A	N/A	N/A	N/A	N/A
Training Programs	36	31	4	4	1	1
Detail Programs	N/A	N/A	N/A	N/A	N/A	N/A
Other Career Development Programs	19	16	1	1		

Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

- |                     |              |    |
|---------------------|--------------|----|
| a. Applicants (PWD) | Yes <b>X</b> | No |
| b. Selections (PWD) | Yes <b>X</b> | No |

In FY18, 7.36% (7) of the applicants were PWDs and 8.1% (7) were selectees for the career development programs. 5.4% (2) of PWDs were selected for the mentoring program and 12.9% (4) of PWDs were selected for the training programs.

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.

Applicants (PWTD)	Yes <b>X</b>	No
Selections (PWTD)	Yes <b>X</b>	No

In FY18, 2.10% (2) were PWTDs applicants for the career development programs and 2.32% (2) PWTDs were selected. There is a need in FY19 to enhance participation of PWTDs.

## AWARDS

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	No <b>X</b>
b. Awards, Bonuses, & Incentives (PWTD)	Yes <b>X</b>	No

Time-off and cash awards were provided to 2113 employees in FY18. 300 (14.19%) of PWDs received time-off and cash awards, which is above the inclusion rate of 12%. Twenty (20) (0.94%) of PWTDs received time-off and cash awards, which is below the inclusion rate of 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 <b>X</b>	No
b. Pay Increases (PWTD)	Yes	No <b>X</b>

Eighty-two employees (67 QSIs) and (15 performance base) received other awards in FY18. Two PWDs and two PWTDs (2.43%) received QSIs in FY18.

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.

Determine if PWD are nominated and selected -

a. Other Types of Recognition (PWD)	Yes	No	N/A <b>X</b>
b. Other Types of Recognition (PWTD)	Yes	No	N/A <b>X</b>

## PROMOTIONS

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.

- SES
  - Qualified Internal Applicants (PWD)      Yes **X**      No
  - Internal Selections (PWD)      Yes **X**      No
  
- Grade GS-15
  - Qualified Internal Applicants (PWD)      Yes **X**      No
  - Internal Selections (PWD)      Yes **X**      No
  
- Grade GS-14
  - Qualified Internal Applicants (PWD)      Yes      No **X**
  - Internal Selections (PWD)      Yes      No **X**
  
- Grade GS-13
  - Qualified Internal Applicants (PWD)      Yes      No **X**
  - Internal Selections (PWD)      Yes      No **X**

There were no SES PWDs promoted in FY18. However, there were 13 SES internal applications and 1 new hire.

There were 24 (11.65%) of PWDs applications for promotion out of 206 GS-15 employees (applicants) promoted (8 new hires).

There were 45 (12.50%) PWDs applications for promotion out of 360 GS-14 employees/ applicants for promotion (internal and new hires applicants).

There were 50 (12.03%) PWDs applications for promotion out of 360 GS-13 employees/ applicants for promotion.

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.

○ SES

▪ Qualified Internal Applicants (PWTD)	Yes <b>X</b>	No
▪ Internal Selections (PWTD)	Yes <b>X</b>	No

○ Grade GS-15

▪ Qualified Internal Applicants (PWTD)	Yes <b>X</b>	No
▪ Internal Selections (PWTD)	Yes <b>X</b>	No

○ Grade GS-14

▪ Qualified Internal Applicants (PWTD)	Yes <b>X</b>	No
▪ Internal Selections (PWTD)	Yes <b>X</b>	No

○ Grade GS-13

▪ Qualified Internal Applicants (PWTD)	Yes <b>X</b>	No
▪ Internal Selections (PWTD)	Yes <b>X</b>	No

There were no SES PWTDs promoted in FY18. However, there were 13 SES internal applications and 1 new hire.

There were 1 (8.33%) of PWTDs applications for promotion out of 206 GS-15 employees (applicants) promoted (8 new hires).

There were 3 (1.01%) PWDs applications for promotion out of 360 GS-14 employees/applicants for promotion (internal and new hires applicants).

There were 8 (1.65%) PWDs applications for promotion out of 360 GS-13 employees/applicants for promotion.

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.

• New Hires to SES (PWD)	Yes <b>X</b>	No
• New Hires to GS-15 (PWD)	Yes <b>X</b>	No
• New Hires to GS-14 (PWD)	Yes <b>X</b>	No
• New Hires to GS-13 (PWD)	Yes <b>X</b>	No

There were 7 executives identified and 1 new hire. There were 0 PWDs identified/hired. In the GS-15, GS-14, and GS-13 category there were 57 new hires and 3 (5.26%) new hires which causes a trigger.

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.

- |                              |              |    |
|------------------------------|--------------|----|
| a. New Hires to SES (PWTD)   | Yes <b>X</b> | No |
| b. New Hires to GS-15 (PWTD) | Yes <b>X</b> | No |
| c. New Hires to GS-14 (PWTD) | Yes <b>X</b> | No |
| d. New Hires to GS-13 (PWTD) | Yes <b>X</b> | No |

There were 7 executives identified and 1 new hire. There were 2 PWTDs identified/hired. In the GS-15, GS-14, and GS-13 category there were 57 new hires and 2 (3.50%) new hires which causes a trigger.

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>X</b> | No          |
| ii. Internal Selections (PWD)          | Yes <b>X</b> | No          |
| b. Managers                            |              |             |
| i. Qualified Internal Applicants (PWD) | Yes          | No <b>X</b> |
| ii. Internal Selections (PWD)          | Yes          | No <b>X</b> |
| c. Supervisors                         |              |             |
| i. Qualified Internal Applicants (PWD) | Yes          | No <b>X</b> |
| ii. Internal Selections (PWD)          | Yes          | No <b>X</b> |

There were 0 internal SES selection. Among the managers there were 5 (19.23%) PWDs out of the 26 internal selections. Among the supervisors there were 2 (13.33) PWDs out of the 15 internal selections.

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

b. Managers

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

c. Supervisors

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



There were 0 internal SES internal selection. Among the managers there were 0 PWTDS out 26 internal selections. Among the supervisors there were 0 PWTDS out of 15 internal selections. Identifying triggers for all internal selections.

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.

- |                                   |              |             |
|-----------------------------------|--------------|-------------|
| • New Hires for Executives (PWD)  | Yes <b>X</b> | No          |
| • New Hires for Managers (PWD)    | Yes <b>X</b> | No          |
| • New Hires for Supervisors (PWD) | Yes          | No <b>X</b> |

There were 0 PWDs new hires for executives. Among the managers there were 3 (5.26%) PWDs selected for new hires. Among the supervisors there were 2 (13.33%) PWDs new hires.

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

- |                                    |              |             |
|------------------------------------|--------------|-------------|
| • New Hires for Executives (PWTD)  | Yes <b>X</b> | No          |
| • New Hires for Managers (PWTD)    | Yes          | No <b>X</b> |
| • New Hires for Supervisors (PWTD) | Yes <b>X</b> | No          |

There were 0 PWTDs new hires for executives. Among the managers there were 2 (3.51%) PWTDs selected for new hires. Among the supervisors there were 0 PWTDs selected for new hires.

## 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.

### VOLUNTARY AND INVOLUNTARY SEPARATIONS

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                      No **X**                      N/A

The Agency do not consistently track the use of Schedule A Hiring Authority and conversions to permanent status after the 2-year probation status. In FY19, EO will collaborate with HR to identify a process to remind managers and supervisors when a Schedule A employee is eligible for conversion.

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.

- |                                 |              |    |
|---------------------------------|--------------|----|
| • Voluntary Separations (PWD)   | Yes <b>X</b> | No |
| • Involuntary Separations (PWD) | Yes <b>X</b> | No |

Using the inclusion rate, PWDs 22 (25.28%) voluntarily separated from the agency, as compared to the rate of individuals without disabilities 87 (59.58%).

Using the inclusion rate, PWDs 8 (13.55%) who involuntarily separated from the agency, as compared to the rate of individuals without disabilities 59 (40.41%).

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.

- |                                  |              |    |
|----------------------------------|--------------|----|
| • Voluntary Separations (PWTD)   | Yes <b>X</b> | No |
| • Involuntary Separations (PWTD) | Yes <b>X</b> | No |

Using the inclusion rate, triggers does exist for PWTD (1) 0.71% who involuntarily separated from the agency, as compared with the goal of 2%.

Using the inclusion rate, triggers does not exist for PWTD (0.0%) who involuntarily separated from the agency, as compared to the rate of persons without disabilities (0) (85.00%).

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.

We believe triggers may exist involving the separations of PWD and PWTD at DTRA, there are inconsistencies in the data. EO in collaboration with HR will work to identify and develop a plan for addressing these inconsistencies by reviewing the exit interview and results. These steps will allow us to ascertain more detailed information on triggers impacting separations among PWDs and PWTDs.

## **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.

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.

Currently, the Agency does not have a public website that explain employees' and applicants' rights under the Section 508 of the Rehabilitation Act nor how to file a complaint.

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.

Currently, the Agency does not have a public website that explain employees' and applicants' rights under the Architectural Barrier Act nor how to file a complaint.

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.

- DTRA and DLA discussed the possibility of sharing resources to provide in-house closed captioning services. We are also investigating the tools that Microsoft may be able to provide via its cloud services.
- The DTRA members of the Federal IT leaders group were unsuccessful in finding a common tool used among the represented agencies, we have since been in discussions with partnering with DLA.
- DTRA is now participating in the DLA/DISA 508 working group who meet once a month.
- The Agency have scheduled a vendor presentation of the end of February and a 45 day trial version of their software to test our internal, soon to be deployed, internal SharePoint site.

## **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.

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.)

Responses to RA requests for information will be provided no later than 15 calendar days after receipt and a decision will be provided within 30 calendar days of receiving all requested information.

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.

The processing of reasonable accommodations are conducted in timely manner. Every other month reasonable accommodations are discussed with the hiring managers. The process is also conducted one on one with Supervisors upon their request.

## **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.

PAS requirement has not been requested but the request will follow the same procedures as reasonable accommodations and will include timely processing of approved services. These procedures have been updated in the DTRA's Reasonable Accommodation Handbook, (Appendix E).

The Agency will conduct training for managers and supervisors, and continue to monitor PAS requests for trends. A PAS fact sheet will be created and posted on the public website as well as on its internal DTRA1 portal.

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

### **EEO COMPLAINT DATA INVOLVING HARASSMENT –**

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

No **X**

N/A

- 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                      No **X**                      N/A

- 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.

No findings of Discrimination involving Harassment in FY18.
---

## **EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION**

- 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                      No **X**                      N/A

- 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                      No **X**                      N/A

- 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.

No findings of Discrimination involving Reasonable Accommodation in FY18.
---

## **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.

- Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

Yes                      No **X**

- Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

Yes                      No **X**                      N/A

- 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>	<p>DTRA exceeded the 12% representation goals for PWDs 13.11% (179) but did not exceed the 2% goal 1.25% (17) for PWTDS.</p> <p>Of the 167 new hires, 5.98% (10) were PWDs, and 2.395% (4) were PWTDS. There were one executive hired and 3 PWDs hired in GS-15, GS-14 and GS-13 while 2 PWTDS were hired in the GS-15, GS-14 and GS-13.</p> <p>Twenty two (25.28%) PWDs voluntarily separated from the agency, while 13.55% (8) PWDs involuntarily separated from the agency, as compared to the rate of individuals without disabilities 40.41% (59). One PWD involuntarily separated and one PWTDS resigned from the Agency.</p>	
<b>Barrier(s)</b>	The permanent workforce participation rate of 1.25% (17) for PWTDS was lower than 2% (Table B1)	
<b>Objective(s)</b>	Increase the participation, advancement and retention rate of PWTDS within the Agency to meet or exceed the DoD 2% by 2020.	
<b>Responsible Official(s)</b>		<b>Performance Standards Address the Plan?</b> (Yes or No)
Director, Equal Opportunity and Diversity Programs Office		YES
Director, Human Resource Directorate		YES
<b>Barrier Analysis Process Completed?</b> (Yes or No)		<b>Barrier(s) Identified?</b> (Yes or No)
YES		YES
<b>Sources of Data</b>	<b>Sources Reviewed?</b> (Yes or No)	<b>Identify Information Collected</b>
Workforce Data Tables	YES	Table B - Disability
Complaint Data (Trends)	NO	Previously reviewed Agency Wide Complaints Data - FY17
Grievance Data (Trends)	NO	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NO	
Climate Assessment Survey (e.g., FEVS)	NO	Previously reviewed Annual FEVS Report – FY17
Exit Interview Data	NO	Previously reviewed Exit Interview Data – FY17
Focus Groups	NO	Previously held focus groups – FY17
Interviews	NO	Previously interviewed managers and individual workforce – FY17.
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO	
Other (Please Describe)		

Target Date	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date	Completion Date
<b>Trigger Identification</b>  In 2015 the PWDs/PWTDs Working Group developed recommendations to address identified triggers (Appendix F). Some of the recommendations includes: <ul style="list-style-type: none"> <li>• Develop disability etiquette standards, i.e. understand the norms and communicate to workforce.</li> <li>• Emphasize to supervisors and managers the options and benefits of hiring Schedule A, disabled vets and Workforce Recruitment Program (WRP) candidates.</li> <li>• Conduct Barrier Analysis by examining PWTDs data and trends.</li> <li>• Prepare job announcement specifically targeting Schedule A prospects.</li> <li>• Expanded use of mentoring/brown bags for PWDs and PWTDs.</li> </ul>				
<b>Conduct Barrier Analysis</b>				
02/15/2018	Finalize ERG Charter and guidance	YES		
03/12/2019	Establish the Individual with Disabilities ERG (PWDs/ERG) to address the low participation of PWDs in the Agency.	YES		
04/30/2019	Select a SES sponsor (Champion) to play an active role within the PWDs/ERG.	YES		
04/08/2019	Hold monthly PWDs/ERG meetings to collaborate on targeted outreach strategies and diversity-related matters.	YES		
04/30/2019	Ensure diverse outreach strategies are in place to recruit PWDs.	YES		
07/15/2019	Conduct in-depth barrier analysis in collaboration with PWDs/ERG to identify policies and practices that may prevent advancement in the representation of PWDs at DTRA.	YES		
08/29/2019	Develop and provide workshops, brown bags and seminar to promote cultural awareness in working for PWDs.	YES		
09/30/2019	Conduct Awareness Sessions for employees to discuss ways to enhance opportunities for PWDs.	YES		
10/15/2019	Monitor tracking and reporting (i.e., Form 256 Self-Identification of Disability, RA Log, and Applicant Flow Data)	YES		
11/15/2019	Review and analyze potential resources for PWD and PWTDs;	YES		
12/15/2019	Create list of colleges/universities for PWD and PWTDs	YES		
03/15/2020	Deliver annual RA training to employees and managers.	YES		

01/30/2020	Develop recruiting strategies for PWDs and PWTDS	YES		
03/15/2020	Develop an action plan to ensure PWDs and PWTDS have sufficient opportunities for advancement.	YES		
<b>Fiscal Year</b>	<b>Accomplishments</b>			
2018	<p>The Agency will continue its partnership with the Virginia Rehabilitation Services and Department of Transportation Selection Placement Program Coordinator to obtain resumes of PwDs for Schedule A hiring.</p> <p>In FY18, EO collaborated with HR to increase opportunities for PwDs through the use of Schedule A Hiring Authority, Veterans programs such as Wounded Warriors and the WRP. The Agency hired 14 college interns for temporary summer employment and processed hiring actions to permanently hire one interns in FY18.</p> <p>During the hiring process, supervisors met with HR and provided information about the use of Schedule A. EO maintained a database with resumes and Schedule A letters. Based on the occupation being hired, EO provided resumes to HR, upon request, for supervisors and hiring managers.</p>			

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

Factors that prevented the Agency from timely completing the planned activities for PwDs was due to the lack of experienced personnel and resources. The FY18, a detailee, from another division, came on board as the new disability coordinator. With training and on the job experience, she is now able to manage the disability program.

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

The agency has not had sufficient time to assess the impact of the planned activities.

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.

The agency has not had sufficient time to assess the impact of the planned activities.





## Agency Total Workforce

In FY18, the DTRA civilian workforce was 1,365, an increase of 25 from FY17. Of the total workforce, 1,347 were permanent employees and 18 were temporary. The permanent workforce increased by 25 and the temporary workforce increased by 8. The Agency hired 168 new permanent employees and there were 146 voluntary separations.

The participation rate for White employees slightly decreased from 69.40% to 69.38%. Black employee participation rates decreased from 17.32% to 16.92 %. Hispanic employee participation rates also decreased from 2.91% to 2.64%. Asian employee participation rates slightly increased from 4.18% to 4.46%. There was no increase in the representation of Native Hawaiian or Other Pacific Islander.

	FY17		FY18		2010 CLF
	#	%	#	%	%
<b>MALES</b>	892	66.57	894	65.49	<b>51.84</b>
<b>FEMALES</b>	448	33.43	471	34.51	<b>48.16</b>
<b>HM</b>	20	1.49	19	1.39	<b>5.17</b>
<b>HF</b>	19	1.42	17	1.25	<b>4.79</b>
<b>WM</b>	677	50.52	669	49.01	<b>38.33</b>
<b>WF</b>	253	18.88	278	20.37	<b>34.03</b>
<b>BM</b>	116	8.66	118	8.64	<b>5.49</b>
<b>BF</b>	116	8.66	113	8.28	<b>6.53</b>
<b>AM</b>	31	2.31	35	2.56	<b>1.97</b>
<b>AF</b>	25	1.87	26	1.90	<b>1.93</b>
<b>NH/PI M</b>	1	0.07	1	0.07	<b>0.07</b>
<b>NH/PI F</b>	3	0.22	3	0.22	<b>0.07</b>
<b>AI/AN M</b>	3	0.22	3	0.22	<b>0.55</b>
<b>AI/AN F</b>	2	0.15	1	0.07	<b>0.53</b>
<b>TWO OR MORE RACES MALES</b>	44	3.28	49	3.59	<b>0.26</b>
<b>TWO OR MORE RACES FEMALES</b>	30	2.24	33	2.42	<b>0.28</b>

*HM=Hispanic Males; HF=Hispanic Females; WM=White Males; WF=White Females; BM=Black Males; BF=Black Females  
AM=Asian Males; AF=Asian Females; NH/PI M= Native Hawaiian or Other Pacific Islander Males; NH/PI F= Native Hawaiian or Other Pacific Islander Females; AI/AN M=American Indian or Alaska Native Males; AI/AN F=American Indian or Alaska Native Females*

The CLF participation rate for Females was 48.14%. DTRA's overall Females FY18 participation rate was (34.51%) below the CLF. Hispanic participation rate (2.64%) were well below the CLF (9.96%), White Females (20.37%) are still below of the CLF (34.03%), Native Hawaiian Males are at the CLF (0.07%) and American Indian/Native Males and Females (0.22%) were below their respective CLF (1.08%). DTRA's Male participation rate decreased slightly from 66.57% in FY17 to 65.49% in FY18 and remained above the CLF (51.84%).

**The chart below identifies the Agency's Females:**

	FY15		FY16		FY17		FY18		2010 CLF
	#	%	#	%	#	%	#	%	%
<b>FEMALES</b>	474	36.83	414	36.41	448	33.43	471	34.51	<b>48.16</b>

Hispanic participation rates slightly decrease from 2.91% in FY17 to 2.64% in FY18, well below the CLF of 9.96%.

The chart below identifies the trend of low participation for Hispanics:

	FY15		FY16		FY17		FY18		2010 CLF
	#	%	#	%	#	%	#	%	%
<b>HISPANIC MALES</b>	23	1.79	18	1.58	20	1.49	19	1.39	<b>5.17</b>
<b>HISPANIC FEMALES</b>	21	1.63	18	1.58	19	1.42	17	1.25	<b>4.79</b>

## DTRA Directorates

### DIR– Office of the Director

The Office of the Director, which includes the Command Group, the Chief of Staff, and the Staff Offices, makes up 5.27 % of the Agency’s civilian workforce; 43.06% were Male and 56.94% were Female. Race/National Origins were represented in DIR with the exception of Native Hawaiian/Other Pacific Islander (0.00%). There is a low participation rate of Hispanic 1.39%, and there were no Asian, and American Indian or Native American in DIR.

There were 9 PWD and one PWTD in DIR.

### HR - Human Resources Directorate

- The HR Directorate makes up 5.27% of the Agency’s civilian workforce; 28.89% were Male and 71.11% were Female.
- Hispanics had a low participation rate of 2.22%. There were no Native Hawaiians and American Indian or Native in the HR Directorate all at 0.00%.
- There were six PWD and one PWTD with a 2.22% participant rate in the HR Directorate.

### NE-Nuclear Enterprise Support Directorate

- The NE Directorate makes up 8.13% of the Agency’s civilian workforce; 85.59% were Male and 14.41% were Female.
- Hispanics had a low participation rate of 3.60%. There were no Native Hawaiians and American Indian or Native American in NE Directorate. Asian low participation rate was at 2.70%.
- There were 20 PWDs and 3 PWTDs with a 2.70.91% participant rate in the NE Directorate.

### PP – Plans and Programs Directorate

- The PP Directorate makes up 20.07% of the Agency’s civilian workforce; 48.91% were Male and 51.09% were Female.
- The following categories have low participation rates: Hispanics at 2.19%, White Females at 27.37%, and Blacks at 18.61%, Asians at 5.83%, and Native Hawaiians or Other Pacific Islanders at 0.73%. There were no American Indians or Natives American.
- There were 31 PWDs and two PWTDs with a 0.74% participation rate in the PP Directorate.

### **AL - Acquisition, Finance & Logistics Directorate**

- The AL Directorate makes up 10.99% of the Agency's civilian workforce, 50.67% were Male and 49.33% were Female.
- Hispanic participation rate was low at 4.40%. There is no Male Native Hawaiians or Other Pacific Islanders and American Indian or Native Americans in this Directorate.
- There were 22 PWDs and no PWTs within the AL Directorate.

### **IT- Information Integration & Technology Services Directorate**

- The IT Directorate makes up 5.64% of the Agency's civilian workforce, 64.94% were Male and 35.06% were Female.
- Hispanic had a low participation rate of 5.20%. There were no Native Hawaiians or Other Pacific Islanders or American Indian or Native American in this Directorate.
- There were 11 PWDs and no PWTs within the IT Directorate.

### **RD - Research and Development Directorate**

- The RD Directorate makes up 17.88% of the Agency's civilian workforce, 75.41% were Male and 24.59% were Female.
- White Female participation rate was low at 17.21%. Hispanics had a low participation rate of 1.64%. Black or African American had a low participation rate of 6.15%. There was no Male nor Female Native Hawaiians or Other Pacific Islanders.
- There was one PWT with a 0.41% participant rate, in the RD Directorate

### **JD-Joint Improvised-Threat Defeat Directorate**

- The JD Directorate makes up 12.89% of the Agency's civilian workforce, 80.68% were Male and 19.32% were Female.
- Hispanics participation rate was low at 2.27%. Asians had a low participation rate of 1.70%
- There were 27 PWDs and five PWTs with a 2.86% participant rate, in the JD Directorate

### **CT-Cooperative Threat Reduction Directorate**

- The CT Directorate makes up 5.35% of the Agency's civilian workforce, 72.60% were Male and 27.40% were Female.
- Hispanics, Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native and Two or more races participation rate was low at 0.00%. Asians had a low participation rate of 1.37% for both Male and Female
- There were 7 PWDs and zero PWTs with a 0.00% participant rate, in the CT Directorate

### **CZ-Combat Support Directorate**

- The CZ Directorate makes up 1.90% of the Agency's civilian workforce, 88.46% were Male and 11.54% were Female.
- Hispanics, Native Hawaiian or Other Pacific Islander and American Indian or Alaska Native participation rate was low at 0.00%. Asians had a low participation rate of 3.85%
- There were five PWDs and one PWT with a 3.85% participant rate, in the CZ Directorate

### OB-On-Site Inspection and Building Capacity Directorate

- The OB Directorate makes up 8.57% of the Agency's civilian workforce, 79.49% were Male and 20.51% were Female.
- Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native and Hispanics Female participation rate was low at 0.00%. Hispanics Male and Asians participation rate was low at 5.13 and 2.56%.
- There were 17 PWDs and one PWTDS with a 0.85% participant rate, in the OB Directorate.

The following table identifies DTRA's Civilian Workforce by Race/National Origin:

	DIR		HR		NE		PP		OB	
	#	%	#	%	#	%	#	%	#	%
HM	0	0.00	0	0.00	2	1.80	2	0.73	6	5.13
HF	1	1.39	1	2.22	2	1.80	4	1.46	0	0.00
WM	22	30.56	7	15.56	69	62.16	104	37.96	71	60.68
WF	24	33.33	12	26.67	10	9.01	75	27.37	14	11.97
BM	7	9.72	5	11.11	14	12.61	14	5.11	13	11.11
BF	13	18.06	13	28.89	1	0.90	37	13.50	8	6.84
AM	0	0.00	0	0.00	2	1.80	5	1.82	2	1.71
AF	0	0.00	1	2.22	1	0.90	11	4.01	1	0.85
NH/PI M	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
NH/PI F	0	0.00	0	0.00	0	0.00	2	0.73	0	0.00
AI/AN M	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
AI/AN F	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
TWO OR MORE RACES MALES	2	2.78	1	2.22	8	7.21	9	3.28	1	0.85
TWO OR MORE RACES FEMALES	3	4.17	5	11.11	2	1.80	11	4.01	1	0.85
<b>TOTAL</b>	<b>72</b>	<b>100</b>	<b>45</b>	<b>100</b>	<b>111</b>	<b>100</b>	<b>274</b>	<b>100</b>	<b>117</b>	<b>100</b>
PWTDs	1	1.49	1	2.27	3	2.70	2	0.74	1	0.85

The following table identifies DTRA's Civilian Workforce by Race/National Origin (Cont'd):

	CT		CZ		AL		IT		RD		JD	
	#	%	#	%	#	%	#	%	#	%	#	%
HM	0	0.00	0	0.00	2	1.33	2	2.60	2	0.82	3	1.70
HF	0	0.00	0	0.00	4	2.67	2	2.60	2	0.82	1	0.57
WM	43	58.90	16	61.54	43	28.67	36	46.75	147	60.25	111	63.07
WF	18	24.66	1	3.85	44	29.33	15	19.48	42	17.21	23	13.07
BM	9	12.33	4	15.38	24	16.00	7	9.09	5	2.05	16	9.09
BF	1	1.37	1	3.85	18	12.00	6	7.79	10	4.10	5	2.84
AM	1	1.37	1	3.85	3	2.00	2	2.60	16	6.56	3	1.70
AF	1	1.37	0	0.00	3	2.00	3	3.90	5	2.05	0	0.00
NH/PI M	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	0.57
NH/PI F	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	0.57
AI/AN M	0	0.00	0	0.00	0	0.00	0	0.00	2	0.00	1	0.57
AI/AN F	0	0.00	0	0.00	1	0.67	0	0.00	0	0.00	0	0.00
TWO OR MORE RACES MALES	0	0.00	2	7.69	4	2.67	3	3.90	12	4.92	7	3.98
TWO OR MORE RACES FEMALES	0	0.00	0	0.00	1	0.67	0	0.00	1	0.41	4	2.27
<b>TOTAL</b>	<b>73</b>	<b>100</b>	<b>26</b>	<b>100</b>	<b>150</b>	<b>100</b>	<b>77</b>	<b>100</b>	<b>244</b>	<b>100</b>	<b>176</b>	<b>100</b>
PWTDs	0	0.00	1	3.85	0	0.00	0	0	2	0.84	5	2.86

## Major Occupations

The Agency monitored eight major occupations based on their relationship to the DTRA missions and population size – Security, Social Science, Miscellaneous Administration, Management Program Analyst, Contracting, Physical Science, Engineering, and Information Technology Management. The following are snapshots of these major occupations and identified potential trigger points for barrier analysis and action planning.

### Security

- The participation rate for Females in this major occupation was 33.87% compared to the Occupational Civilian Labor Force (OCLF) of 77.20%.
- Black Females had low participation rates at 9.68% compared to their OCLF of 27.20%.
- There were 8 (12.50%) PWDs and one (1.56%) PWTDs in this major occupation.

### Social Science

- The participation rate for Females in this major occupation was 21.70% compared to the OCLF of 51.60%. The participation rate for Males in this major occupation was 78.30%, above the OCLF of 48.30%.
- White and Black Females fall below their OCLF with a participation rate of 16.98% for White Females compared to their OCLF of 34.03% and 0.94% for Black Females compared to 6.53%.
- There were 8 (8.51%) PWDs and two (2.13%) PWTs in this major occupation.

### Misc. Administration

- The participation rate for Females in this major occupation was 21.58% compared to the OCLF of 24.50 %. The participation rate for Males in this occupation is 78.42%, above the OCLF of 74.50%.
- Hispanic Females fall below their respective OCLF with a participation rate of 00% for Hispanic Females compared to the OCLF of 7.40% and Asian Females with a low participation rate of 1.22% compared to the OCLF of 1.25%.
- There were 52 PWDs (16.00%) and five (1.54%) PWTs in this major occupation.

### Management/Program Analyst

- The participation rate for Males in this occupation was 60.00% compared to the OCLF of 58.40%. The Female participation rate was 40.0%, below the OCLF of 41.60%
- Hispanic and Asian Males fall below their OCLF with a participation rate of 0.00% for Hispanic Males compared to their OCLF of 2.60% and 0.00% for Asian Males compared to 1.10%.
- There were 10 (15.38%) PWDs one (1.54%) PWT in this major occupation.

### Physical Science

- The participation rate for Females in this major occupation was 20.61% compared to the OCLF of 41.60%. The Agency participation rate for Males within this major occupation was 79.39%, above their respective OCLF of 60.90%.
- White and Black Females fall below their OCLF with a participation rate of 15.27% for White Females compared to their OCLF of 32.60% and 2.29% for Black Females compared to 6.53%.
- There were two (1.60%) PWTs in this major occupation.

### Contracting

- The participation rate for Females in this major occupation was 62.20% compared to the OCLF of 48.16%. The Agency participation rate for Males in this same major occupation was 37.80%, below their respective OCLF of 85.50%.
- Hispanic and Black Females was above their OCLF with a participation rate of 2.44% for Hispanic Females compared to their OCLF of 0.00% and 12.20% for Black Females compared to 0.00%.
- There were 7 (8.43%) PWDs no PWTs in this major occupation.

### Engineering (0800)

- The participation rate for Females in this major occupation was 16.00% compared to the OCLF +
- Specifically, Black Females fall below their respective OCLF with a participation rate of 0.00% compared to 0.653%, Asian Females at 1.33% compared to 1.93%.
- There were 5 (13.89%) PWDs one (1.33%) PWTD in this major occupation.

### Information Technology Management

- The participation rate for Females in this major occupation was 26.25% compared to the OCLF of 48.16%. The participation rate for Males in this same major occupation was 73.75%, above their respective OCLF of 51.84%.
- Specifically, Hispanic Males fall below their respective OCLF with a participation rate of 5.00% compared to 5.49%, Black Males at 6.25% compared to 5.19%.
- There were 7 (8.43%) PWDs and no PWTD in this major occupation.

### Participation for General Schedule Grades

- The majority of employees, 65.63%, were in Grades 11 through 15.
- Males have a higher participation rate in Grades, 11 through 15, with a participation rate of 62.16% as compared to Females in the same grades with a participation rate of 37.84%, with the most significant participation rate in Grade 15 with Males at 78.64% and Females at 21.43%
- Whites have a higher participation rate in Grades 11 through 15, with a participation rate of 69.19%, Hispanics at 2.67%, Blacks at 17.07%, Asians at 4.53%, Native Hawaiians or Other Pacific Islanders at 0.29% and American Indians or Alaska Natives at 0.29%.
- There were no PWDs or PWTDs in Grades 11 through 15.

### Applicant Flow Data

- In FY18, EO received access to USA Staffing data and have been able to receive Applicant “Flow” Data (Race and National Origin (RNO)) from DLA, Human Resources Center (DLA-HRC). The Agency acquired access to the applicant flow data directly from the OPM’s USA Staffing Manager system and no longer receives data from DLA-HRC and will continue analysis in FY19.

### New Hires (From Table A-8)

- 168 new civilian employees joined the Agency during FY18 either by external hiring, transfer, or reinstatement actions. Overall, Females accounted for a lower number than males (45.83% for Females compared to 54.17% for Males). 91 Males and 77 Females were added to DTRA’s permanent workforce; and 9 Males and 18 Females were added to the temporary numbers. White males were hired at a rate of 41.67%. 13 Black females were hired a rate of 7.74%. There was 12 (6.19%) PWDs and 5 (4.01%) PWTDs hired in FY18.



**The chart below identifies hires in FY18**

	FY18				2010 CLF
	Permanent		Temporary		
	#	%			%
MALES	91	54.17	9	33.33	<b>51.84</b>
FEMALES	77	45.83	18	66.67	<b>48.16</b>
HM	1	0.60	0	0.00	<b>5.17</b>
HF	0	0.00	0	0.00	4.79
WM	70	41.67	7	25.93	<b>38.33</b>
WF	50	29.76.	13	48.15	<b>34.03</b>
BM	9	5.36	0	0.00	<b>5.49</b>
BF	13	7.74	3	11.11	<b>6.53</b>
AM	5	2.98	0	0.00	<b>1.97</b>
AF	7	4.17	1	3.70	<b>1.93</b>
NH/PI M	0	0.00	0	0.00	<b>0.07</b>
NH/PI F	0	0.00	0	0.00	<b>0.07</b>
AI/AN M	0	0.00	0	0.00	<b>0.55</b>
AI/AN F	0	0.00	0	0.00	<b>0.53</b>
TWO OR MORE RACES MALES	6	3.57	2	7.41	<b>0.26</b>

**Non-Competitive Promotions – Time in Grade in Excess of the Minimum**

No data was available to analyze this category.

**Internal Selections for Senior Level Positions (GS-13 and -14, GS-15 and SES)**

No data was available to analyze this category.

**Participation in Career Development**

The data below reflects the 125 employees who participated in the Agency's Competitive Professional Development and Mentoring Programs as follows:

- In grades GS-5 through GS-12, 12. Of the 12, 6 were female and 6 were male; 9 were White, 1 were Black and 2 were two or more races.
- In grades GS-13&14, 30 of the 30, 11 were female, 19 were male; 21 were White, 1 were Hispanic, 7 were Black, 1 were Asian.
- In grades GS-15 and SES, 4. Of the 4, 1 were female, 3 were male, 4 were White. There were no PWTB.

**Employee Recognition and Awards**

- During FY18, 74 employees received Time-Off Awards of 1 to 9 hours; 47.30% were Male and 52.70% were Female (which is above their population rate). There was 1 Female Native Hawaiians/Other Pacific Islanders 1.35% and 1 Native Indians or Native Americans 1.35% given awards in this category. There were 8 (23.54%) PWDs and one (2.94%) PWTB who received awards in this category.

- 1,138 employees received Time-Off Awards of 9+ hours; 64.15 % were Male and 35.85 were Female. Awards in this category were given across the board to all groups.
- 538 incentive cash awards in amounts ranging from \$100 to \$500 were given to employees. Of those, 60.59% were Male and 39.41% were Female. Whites received the majority of the awards in this category with a percentage of 68.33%. Awards in this category were given across the board to all groups. There were 37 (14.40%) PWDs and two (0.78%) PWTs who received awards in this category.
- 210 incentive cash awards in the amounts of \$501+ were given to employees. Of those, Males received a higher percentage of the awards at a rate of 68.10% compared to their population of 65.49%. Females received this award at a rate of 31.90% compared to their population of 34.51%. Hispanic received awards in this category at a lower rate of 0.81% compared to their population of 2.64% and Asian received awards in this category at a rate of 3.33% compared to their population of 4.46%, and Blacks received awards at a rate of 11.43% compared to their population of 16.92%. There were 14 (15.05%) PWDs and three (3/23%) PWTs who received awards in this category.
- There were 67 Quality Step Increases (QSIs) given in FY18 based on the FY17 performance cycle. Of those, 61.19% were Males and 39.29% were Females. There were no Native Hawaiians/Other Pacific Islanders and Native Indians or Native American given awards in this category. There were 8 (11.94%) PWDs and two (2.99%) PWTs who received awards in this category.

### Separations

- 146 employees separated from the Agency during FY18. Women separated at a rate of 36.30%, while they represented only 34.51% of the overall DTRA population. Of the 146 total separations, 142 were voluntary. There were 4 involuntary separations, 2 White Males, 1 Black Male and 1 two or more races Male. There were 29 PWDs and three PWTs who separated from the Agency.

The chart below identifies the Agency's voluntary and involuntary separations.

	Voluntary		Involuntary		Agency Work Force
	#	%	#	%	%
MALE	89	62.68	4	100.00	<b>66.57</b>
FEMALE	53	37.32	0	0.00	<b>33.43</b>
HM	1	0.70	0	0.00	<b>1.49</b>
HF	2	1.41	0	00.00	<b>1.42</b>
WM	74	52.11	2	50.00	<b>50.52</b>
WF	27	19.01	0	0.00	<b>18.88</b>
BM	8	5.63	1	25.00	<b>8.66</b>
BF	13	9.15	0	0.00	<b>8.66</b>
AM	2	1.41	0	0.00	<b>2.31</b>
AF	5	3.52	0	0.00	<b>1.87</b>
NH/PI M	0	0.00	0	0.00	<b>0.07</b>
NH/PI F	0	0.00	0	0.00	<b>0.22</b>
AI/AN M	0	0.00	0	0.00	<b>0.22</b>
AI/AN F	0	0.00	0	0.00	<b>0.15</b>
TWO OR MORE RACES MALES	4	2.82	1	25.00	<b>3.28</b>
TWO OR MORE RACES FEMALES	6	4.23	0	0.00	<b>2.24</b>



## SECTION II

## SECTION II - APPENDICES

Appendix A: MD 715 Definitions and EEO Authorities

Appendix B: DTRA Organization Chart

Appendix C: Policy Statements

Appendix D: Federal EEO Statistical Report of Discrimination Complaints (EEOC Form 462)

Appendix E: Reasonable Accommodation

Appendix F: IWDs Working Group Recommendations



## APPENDIX A

### **MD 715 Definitions and EEO Authorities**

## MD-715 Definitions and EEO Authorities

The following definitions apply to MD 715:

- **Applicant:** A person who applies for employment.
- **Applicant Flow Data:** Information reflecting characteristics of the pool of individuals applying for an employment opportunity.
- **Barrier:** An agency policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.
- **Disability:** For the purpose of statistics, recruitment, and targeted goals, the number of employees in the workforce who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 C.F.R. § 1630.2 applies.
- **Civilian Labor Force:** Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.
- **EEO Groups:** Members of groups protected under Title VII of the Civil Rights Act and other Federal guidelines. Includes: White Men, White Women, Black Men, Black Women, Hispanic Men, Hispanic Women, Asian Men, Asian Women, Native American Men, Native American Women, and Persons with Disabilities.
- **Employees:** Members of the agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.
- **Employment Decision:** Any decision affecting the terms and conditions of an individual's employment, including but not limited to hiring, promotion, demotion, disciplinary action and termination.
- **Feeder Group or Pool:** Occupational group(s) from which selections to a particular job are typically made.
- **Federal Categories (Fed9):** EEOC is requiring agencies to report their workforce data by aggregating it into nine employment categories. These categories are more consistent with those EEOC uses in private sector enforcement and will permit better analysis of trends in the federal workplace than previous categories used. The Commission has created a Census/OPM Occupation Cross-Classification Table by OPM Occupational Code (crosswalk) which assists agencies in determining the category in which to place a position through use of the position's OPM or SOC codes or the OPM or Census Occupation Title. The crosswalk may be accessed at the Commission's website: <http://www.eeoc.gov/federal/715instruct/00-09opmcode.html>. This crosswalk is intended as general guidance in cross-classifying OPM occupational codes to the EEO nine categories. Agencies are encouraged to contact EEOC with specific questions about what category might be appropriate for their particular occupations.

### The nine job category titles are:

- **Officials and Manager** - Occupations requiring administrative and managerial personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual offices, programs, divisions or other units or special phases of an agency's operations. In the federal sector, this category is further broken out into four sub-categories: (1) **Executive/Senior-Level**, (2) **Mid-Level**, (3) **First-Level** and (4) **Other**. When an employee is classified as a supervisor or manager, that employee should be placed in the *Officials and Managers* category rather than in the category in the crosswalk that they would otherwise be placed in based on their OPM occupational code. Those employees classified as supervisors or managers who are at the GS-12 level or below should be placed in the First-Level sub-category of Officials and Managers, those at the GS-13 or 14 should be in the **Mid-Level** sub-category and those at GS-15 or in the SES should be in the **Executive/Senior-Level** sub-category. An agency may also choose to place employees who have significant policy-making responsibilities, but do not supervise other employees, in these three sub-categories. The fourth sub-category, called "**Other**" contains employees in a number of different occupations which are primarily business, financial and administrative in nature, and do not have supervisory or significant policy responsibilities. For example, Administrative Officers (OPM Code 0341) are appropriately placed in the "**Other**" sub-category.
- **Professionals** - Occupations requiring either college graduation or experience of such kind and amount as to provide a comparable background. Includes: accountants and auditors, airplane pilots and navigators, architects, artists, chemists, designers, dietitians, editors, engineers, lawyers, librarians, mathematicians, natural scientists, registered professional nurses, personnel and labor relations specialists, physical scientists, physicians, social scientists, teachers, surveyors, and kindred workers.
- **Technicians** - Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through two years of post-high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training. Includes: computer programmers, drafters, engineering aides, junior engineers, mathematical aides, licensed, practical or vocational nurses, photographers, radio operators, scientific assistants, technical illustrators, technicians (medical, dental, electronic, physical science), and kindred workers.
- **Sales** - Occupations engaging wholly or primarily in direct selling. Includes: advertising agents and sales workers, insurance agents and brokers, real estate agents and brokers, stock and bond sales workers, demonstrators, sales workers and sales clerks, grocery clerks, and cashiers/checkers, and kindred workers.
- **Administrative Support Workers** - Includes all clerical-type work regardless of level of difficulty, where the activities are predominantly non-manual though some manual work not directly involved with altering or transporting the products is included. Includes: bookkeepers, collectors (bills and accounts), messengers and office helpers, office machine operators (including computer), shipping and receiving clerks, stenographers, typists and secretaries, telegraph and telephone operators, legal assistants, and kindred workers.



- **Craft Workers** (skilled) - Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the processes involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training. Includes: the building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.
- **Operatives** (semi-skilled) - Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.
- **Laborers** (unskilled) - Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washers and greasers, grounds keepers and gardeners, farm workers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.
- **Service workers** - Workers in both protective and non-protective service occupations. Includes: attendants (hospital and other institutions, professional and personal service, including nurse's aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, door-keepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.

**Fiscal Year:** The period from October 1 of one year to September 30 of the following year.

**Goal:** Under the Rehabilitation Act, an identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address the lingering effects of past discrimination.

**Major Occupations:** Agency occupations that are mission related and heavily populated, relative to other occupations within the agency.

**Onsite Program Review:** Visit by EEOC representatives to an agency to evaluate the agency's compliance with the terms of this Directive and/or to provide technical assistance.

**Reasonable Accommodation (RA):** Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are enjoyed by similarly situated individuals without a disability. For a more complete definition, see 29 C.F.R. § 1630.2(o). See also, EEOC's Enforcement Guidance on Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No. 915.002 (October 17, 2002).

**Relevant Labor Force:** The source from which an agency draws or recruits applicants for employment or an internal selection such as a promotion.

**Section 501 Program:** The affirmative program plan that each agency is required to maintain under Section 501 of the Rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement opportunities.

**Section 717 Program:** The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.

**Selection Procedure:** Any employment policy or practice that is used as a basis for an employment decision.

**Special Recruitment Program:** A program designed to monitor recruitment of, and track applications from, persons with targeted disabilities.

**Targeted Disabilities:** Disabilities that the Federal Government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are: 1) deafness; 2) blindness; 3) missing extremities; 4) partial paralysis; 5) complete paralysis; 6) convulsive disorders; 7) mental retardation; 8) mental illness; and 9) distortion of limb and/or spine.

**Technical Assistance:** Training, assistance or guidance provided by the EEOC in writing, over the telephone or in person.

**Under representation:** Result of conditions in which the representation of EO groups is lower than expected.



## APPENDIX B

### Organizational Chart

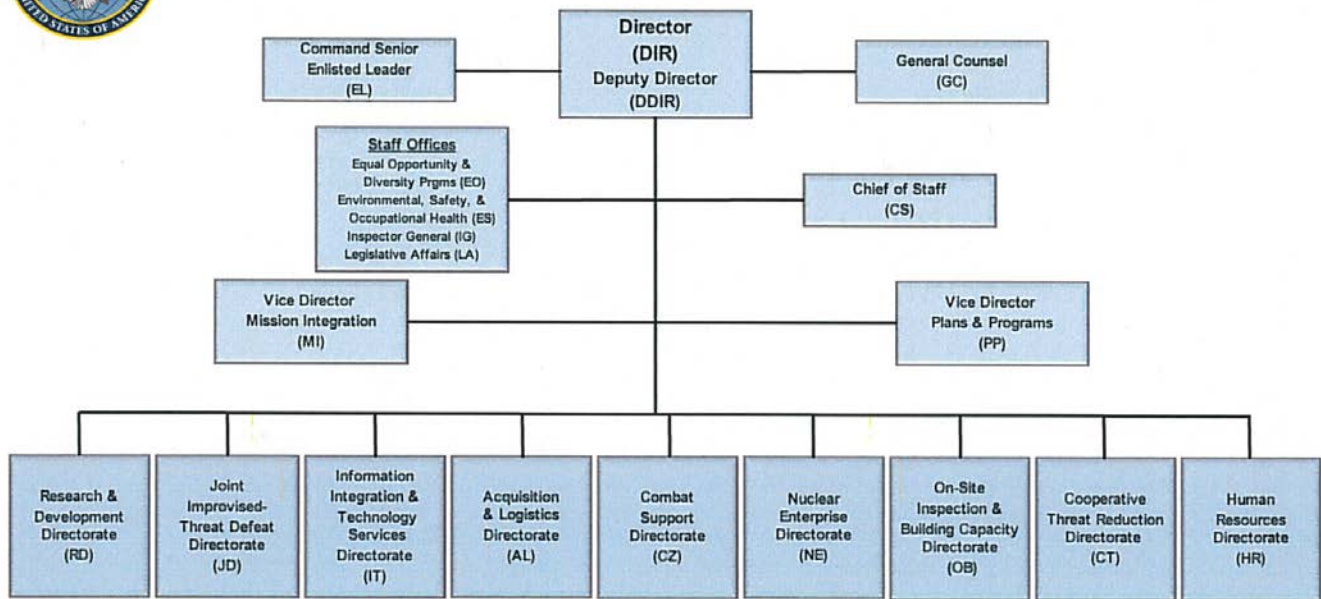
# DTRA Organizational Chart

December 7, 2018



UNCLASSIFIED

## Organizational Structure



CAO: 7 December 2018

UNCLASSIFIED



## APPENDIX C

### EEO Policy Statements



**DEFENSE THREAT REDUCTION AGENCY**  
8725 JOHN J. KINGMAN ROAD, STOP 6201  
FORT BELVOIR, VA 22060-6201

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Military Equal Opportunity

It is my policy to provide all military members assigned to the Defense Threat Reduction Agency (DTRA) with fair and equitable treatment and a duty atmosphere where all can achieve success. Our team of Soldiers, Sailors, Airmen, and Marines has my strongest personal respect and commitment.

I will not tolerate discrimination, harassment, or unequal treatment based on race, color, religion, sex, or national origin. Military members have my absolute assurance that I, along with all senior leaders, managers, and supervisors, will continue to promote an environment free from personal, social, or institutional barriers that impede their ability to contribute fully to our mission and to grow personally and professionally.

DTRA military members bring a rich diversity of experience and talent that enhances our ability to achieve our critical global mission. Our military members will be managed, trained, evaluated, rewarded, promoted, and retained based solely on their ability and contributions. I value the well-earned reputation of devotion to duty by our military members and I believe their expertise and stability are critical to meeting the global challenges we face.

If incidents occur that violate this policy, I expect our military members to seek prompt resolution at the lowest level by using the chain of command. Any matter that cannot be resolved should be brought to the attention of the J0XE at (703)767-4451, DSN 427-4451, or by e-mail at [dtra.belvoir.J0.mbx.eo-inbox@mail.mil](mailto:dtra.belvoir.J0.mbx.eo-inbox@mail.mil).

The Alternative Dispute Resolution (ADR) process is also available to military members and should be considered for conflict resolution, if appropriate. Please contact J0XE for further information on ADR. Complaints will be promptly and thoroughly investigated and appropriate action will be taken, if complaints are substantiated.

  
Vynl Oxford  
Director





DEFENSE THREAT REDUCTION AGENCY  
8725 JOHN J. KINGMAN ROAD, STOP 6201  
FORT BELVOIR, VA 22060-6201

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Prevention of Sexual Harassment

As Director of the Defense Threat Reduction Agency (DTRA), I unequivocally confirm my commitment to a workplace free from sexual harassment. It is the duty of every civilian employee and military member of DTRA to provide and maintain an environment of trust and respect for all employees. Sexual harassment has no place in the workplace. Such harassment adversely affects our mission and productivity and will not be tolerated.

Sexual harassment is prohibited and violates Title VII of the Civil Rights Act of 1964, as amended; and Section 2302 of Title 5, United States Code. Sexual harassment includes, but is not limited to, unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Such conduct constitutes sexual harassment when this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or creates an intimidating, hostile, or offensive work environment.

Everyone has a role and a responsibility in the prevention or elimination of sexual harassment by (1) examining his or her behavior on the job, (2) supporting this policy, and (3) notifying his/her supervisor or higher-level manager when there is a concern or incident. Managers and supervisors are accountable for enforcing standards of appropriate behavior.

Managers and/or supervisors must immediately report all instances of sexual harassment witnessed or brought to the manager/supervisor's attention immediately to our Equal Opportunity and Diversity Programs Office (J0XE) at (703)767-4451, [dtra.belvoir.J0.mbx.eo-inbox@mail.mil](mailto:dtra.belvoir.J0.mbx.eo-inbox@mail.mil) or our Inspector's General Office (J0XI) at (703)767-5849. Managers and/or supervisors must not initiate any type of internal investigation related to alleged sexual harassment because it is of paramount importance that proper procedures for dealing with allegations of sexual harassment be appropriately addressed to ensure that individual rights are not violated.

**I will not tolerate sexual harassment in the workplace.** I expect swift actions to ensure that all claims of sexual harassment are thoroughly investigated. Violations will result in appropriate action against the offender(s) up to and including dismissal from federal service for civilian employees and action under the *Uniform Code of Military Justice* for military members. Management officials who fail to carry out their duty and responsibility under this policy may face disciplinary action.

  
Yayl Oxford  
Director



**DEFENSE THREAT REDUCTION AGENCY**  
8725 JOHN J. KINGMAN ROAD, STOP 6201  
FORT BELVOIR, VA 22060-6201

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Sexual Assault Prevention and Response

I am committed to the prevention of sexual assault throughout the Defense Threat Reduction Agency (DTRA). I expect all employees, both military and civilian, to model appropriate behaviors in the workplace and to advance a culture of respect and dignity.

Sexual assault is a crime defined as intentional sexual contact, characterized by use of force, physical threat, or abuse of authority, or when the victim does not or cannot consent. Sexual assault includes rape, non-consensual sodomy, unwanted inappropriate sexual contact or fondling, as well as attempts to commit these acts.

My goal is to ensure that we have a climate free of sexual assault incidents. Such incidents violate professional and personal dignity while eroding readiness and team unity. Sexual assault intrudes upon the sacred trust of those who serve, and can endanger members of our Armed Forces or the civilian workforce. Any form of sexual assault will not be tolerated.

I expect senior leaders, supervisors, and managers to understand their role and responsibility with respect to sexual assault victims. As an organization, we must create a climate where victims are encouraged to report incidents of sexual assault without fear. Critical to this, we have established a Sexual Assault Prevention Training and Awareness Program to educate our workforce and reaffirm our obligation to protect our service members and their families.

Sexual assault has no place in the DTRA workplace. Sexual assault is incompatible with our values and is punishable under the Uniform Code of Military Justice and other Federal and local laws. Any individual (victim or bystander) who is aware of a sexual assault must immediately report it to our Sexual Assault Response Coordinator, Mr. Phillip Ellis, JOXE at (703)767-4451/7769.

  
Vay D Oxford  
Director





**DEFENSE THREAT REDUCTION AGENCY**  
8725 JOHN J. KINGMAN ROAD, STOP 6201  
FORT BELVOIR, VA 22060-6201

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Diversity and Inclusion

The Defense Threat Reduction Agency (DTRA) is committed to our employees, our Nation, and those we serve. The men and women, both civilian and military, who comprise our workforce, reflect a broad range of viewpoints, ideas, and backgrounds. Diversity mirrors our culture, values, and goals. Diversity encompasses race – and so much more – by celebrating and valuing the unique attributes, characteristics, and perspectives that makes each person who they are. DTRA's strength lies in our diversity and serves as the driving force behind our organization's excellence and mission success.

It is critical to seek out diversity of participation and to integrate the talent, background, and capabilities of our team. This creates and maintains an environment where diverse ideas are embraced as critical to accomplishing our mission. Continued success requires the full and active participation of each one of our talented and committed employees.

Employees who believe they have been discriminated against have the right to file an Equal Employment Opportunity (EEO) complaint with the Equal Opportunity and Diversity Programs Office (J0XE) by contacting them at (703)767-4451 or [dtra.belvoir.J0.mbx.eo-inbox@mail.mil](mailto:dtra.belvoir.J0.mbx.eo-inbox@mail.mil) without fear of reprisal or retaliation based on previous participation in the EEO process.

I applaud our efforts in creating a positive work environment that challenges our employees to make the world safer from weapons of mass destruction and improvised threats. We are creating and sustaining an organizational climate in which people of diverse backgrounds, cultures, races, gender, religions, ethnicities, ages, and experiences are fully included, valued, and respected.

All leaders must continue to foster an environment where our employees have the opportunity to contribute, prosper, and advance in their careers. By fostering an atmosphere of diversity and inclusion, we will value and appreciate the strengths afforded by the differences in styles, ideas, and organizational contributions of each employee. Each of you is encouraged to continue your efforts toward a work environment where all employees have the opportunity to reach their full potential and maximize their contributions.

  
V. Oxford  
Director



**DEFENSE THREAT REDUCTION AGENCY**  
8725 JOHN J. KINGMAN ROAD, STOP 6201  
FORT BELVOIR, VA 22060-6201

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Employment and Advancement of Individuals with Disabilities

As Director of the Defense Threat Reduction Agency (DTRA), I encourage all of you to help make our organization a model employer of individuals with disabilities (IwD), particularly those with targeted disabilities. I welcome your continued support as we strive to achieve the Department of Defense (DoD) hiring goal of two percent (2.0%) for individuals with targeted disabilities.

To ensure continued compliance with the Rehabilitation Act of 1973, as amended, I ask that you work together to identify, report, and eliminate barriers and ensure full compliance with Section 501 which prohibits discrimination in employment against qualified IwD by Federal agencies of the Executive Branch. I also ask that you ensure full compliance with Section 504 which prohibits any qualified individual with a disability from being excluded from, denied the benefits of, or subjected to discrimination under any program or activity that is conducted by or receives Federal financial assistance. Requirements under Section 504 include Reasonable Accommodation for employees with disabilities, program access, effective communication for those with hearing or vision disabilities, and accessible new construction and building alterations. DTRA will also comply with Section 508 which requires Federal electronic and information technology to be accessible to IwD, including employees and the public.

We will continue to identify and remove any barriers to hiring, retaining, and promoting IwD. Managers and supervisors should work closely with the Equal Opportunity and Diversity Programs Office (J0XE) to address impediments to hiring, retaining, and promoting IwD. Our ongoing Individuals with Targeted Disabilities Working Group will be a tremendous asset towards building a more diverse workforce.

In accordance with Executive Order 13548, Joint Improvised-Threat Defeat Organization (JIDO) Director (JD), Joint Directors, and Staff Office Chiefs will collaborate with the Human Resources Directorate (J1) and J0XE to increase opportunities for IwD through the use of the Schedule A Hiring Authority; veterans' programs, such as Wounded Warrior; the Workforce Recruitment Program; and other Federal, DoD, and special military programs. These efforts will help us reach IwD who seek employment with DTRA.

For information on the Reasonable Accommodation (RA) process or to obtain the RA Request Form (DTRA Form 123), please contact the Agency RA Coordinator in J1 at (703)767-0166.

  
Vayl Oxford  
Director



**DEFENSE THREAT REDUCTION AGENCY**  
8725 JOHN J. KINGMAN ROAD, STOP 6201  
FORT BELVOIR, VA 22060-6201

JUN 16 2017

**MEMORANDUM FOR DISTRIBUTION C**

**SUBJECT: Policy Statement on Harassment in the Workplace**

I will ensure the Defense Threat Reduction Agency (DTRA) continues to maintain an environment that is free of workplace harassment. It is vital that all personnel uphold a culture that fosters high professional standards and integrity. Harassment adversely affects mission, morale, and productivity; therefore, we must ensure that all DTRA employees are valued and treated with dignity and respect.

Harassment comes in many forms. It can be unwelcome conduct exhibited toward someone based upon that person's race, color, religion, sex (including pregnancy and gender identity), national origin, age (40 years and older), disability (physical or mental), genetic information, and reprisal for participating in prior equal employment opportunity activities. Harassment becomes unlawful when (1) enduring the offensive conduct becomes a condition of continued employment, or (2) the conduct is severe and pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

Harassment also includes inappropriate comments posted on social media, including internet sites and may include jokes, slurs, inappropriate printed materials, verbal or non-verbal conduct, bullying, as well as aggressive and unreasonable behavior between supervisor and employee or between co-workers. Employees who witness or are subjected to harassment of this nature should make it clear to the offending party that such behavior is unwelcome. However, an employee's failure to warn the offending party in no way justifies nor condones the harassing conduct. Harassment should be reported immediately to the Equal Opportunity and Diversity Program Office (J0XE) at (703)767-4451, [dtra.belvoir.J0.mbx.co-inbox@mail.mil](mailto:dtra.belvoir.J0.mbx.co-inbox@mail.mil) or to the Inspector's General Office (J0XI) at (703)767-5849.

Managers and supervisors have the primary duty to act promptly to prevent and to eliminate all types of harassment. Failure to do so is unacceptable. Behavior that is inconsistent with this policy will be promptly and impartially investigated. Immediate, appropriate, and effective corrective action will be taken in cases where severe and pervasive conduct is substantiated. Retaliating or discriminating against an employee for reporting, filing a complaint, or cooperating with an investigation of allegations of harassment is prohibited and will result in appropriate administrative or disciplinary action. Harassment is unacceptable behavior and is a violation of Federal discrimination laws, regulations, and policies.

If you are a civilian employee and believe that you have been discriminated against based on race, color, religion, sex, age (over 40) national origin, disability, genetic information or reprisal for prior Equal Employment Opportunity (EEO) involvement, you may contact your supervisor/manager in your chain of command or the Equal Opportunity counselor in J0XE or J0XI. I assure that the confidentiality of your claim of harassment or discrimination will be



protected to the fullest extent possible. Any allegations of discrimination must be brought to the attention of JOXE within 45 calendar days of the occurrence. If you wish to report harassment, want to file an EEO complaint, request Alternate Dispute Resolution, please contact JOXE at (703)767-4451.

  
V. S. Oxford  
Director



**DEFENSE THREAT REDUCTION AGENCY**  
8725 JOHN J. KINGMAN ROAD, STOP 6201  
FORT BELVOIR, VA 22060-6201

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Civilian Equal Employment Opportunity

The Defense Threat Reduction Agency (DTRA) supports and promotes the principles of equal employment opportunity (EEO) in the workplace for all persons and prohibits discrimination based on race, color, religion, sex (including pregnancy and gender identity), national origin, disability (physical or mental), age (40 years and older), and genetic information. Preventing unlawful discrimination in employment policies, procedures, practices, and operations is a priority.

Federal laws, Presidential Executive Orders, and other laws are designed to proactively prevent discrimination. It is vital that personnel management decisions by senior leaders, managers, and supervisors are made to ensure that employees and applicants are treated fairly and with respect. I place significant importance on our stated values - Integrity, Service, Excellence, Innovation, and Teamwork.

Employees who believe they have been discriminated against have the right to file an EEO complaint with the Equal Opportunity and Diversity Programs Office (J0XE) by contacting them at (703)767-4451 or [dtra.belvoir.J0.mbx.co-inbox@mail.mil](mailto:dtra.belvoir.J0.mbx.co-inbox@mail.mil) without fear of reprisal or retaliation based on previous participation in the EEO process.

Senior leaders, managers, and supervisors are expected to take an active role in ensuring a workplace free of discrimination. It is our responsibility to ensure that all employees are afforded a fair and competitive employment process under merit system principles. Each individual is expected to abide by the letter, intent, and spirit of EEO laws and policies. I am also committed to maintaining a workplace free of harassment. I expect leaders at all levels to continually monitor their work area and to take swift and appropriate disciplinary action against individuals who engage in inappropriate behavior or conduct.

This policy statement reaffirms the principles of EEO and assures that EEO program requirements will be enforced.

  
Vayl Oxford  
Director



## APPENDIX D

### 462 Report

## AGENCY OR DEPARTMENT: DD61

REPORTING PERIOD: FY2018

## PART I - PRE-COMPLAINT ACTIVITIES

EEQC FORM 462 (REVISED SEPTEMBER 2015)



**ANNUAL FEDERAL EQUAL EMPLOYMENT OPPORTUNITY  
STATISTICAL REPORT OF DISCRIMINATION COMPLAINTS**  
(REPORTING PERIOD BEGINS OCTOBER 1ST AND ENDS SEPTEMBER 30TH)

AGENCY OR DEPARTMENT: DD61

REPORTING PERIOD: FY2018

**PART II - FORMAL COMPLAINT ACTIVITIES**

17	A. COMPLAINTS ON HAND AT THE BEGINNING OF THE REPORTING PERIOD	
21	B. COMPLAINTS FILED	
1	C. REMANDS (sum of lines C1+C2+C3)	
0	C.1. REMANDS (NOT INCLUDED IN A OR B)	
1	C.2. REMANDS (INCLUDED IN A OR B)	
0	C.3. NUMBER OF ADDITIONAL REMANDS IN THIS REPORTING PERIOD THAT ARE NOT CAPTURED IN C.1 OR C.2 ABOVE	
0	C.4. ADDITIONAL CLOSURES IN THIS REPORTING PERIOD NOT REFLECTED IN F. OR H. THAT RESULTED FROM REMANDS	
38	D. TOTAL COMPLAINTS (sum of lines A+B+C1)	
38	E. COMPLAINTS IN LINE D THAT WERE NOT CONSOLIDATED	
11	F. COMPLAINTS IN LINE E CLOSED DURING REPORT PERIOD	
0	G. COMPLAINTS IN LINE D THAT WERE CONSOLIDATED	
0	H. COMPLAINTS IN LINE G CLOSED DURING REPORT PERIOD	
28	I. COMPLAINTS ON HAND AT THE END OF THE REPORTING PERIOD (Line D - (F+H)) + ((C2 + C3) - C4)	
21	J. INDIVIDUALS FILING COMPLAINTS (Complainants)	
0	K. NUMBER OF JOINT PROCESSING UNITS FROM CONSOLIDATION OF COMPLAINTS	

**PART III - AGENCY RESOURCES, TRAINING, REPORTING LINE**

**A. AGENCY & CONTRACT RESOURCES**

	AGENCY		CONTRACT	
	NUMBER	PERCENT	NUMBER	PERCENT
1. WORK FORCE				
a. TOTAL WORK FORCE	1,368			
b. PERMANENT EMPLOYEES	1,347			
2. COUNSELOR	6		0	
a. FULL-TIME	0	0.00	0	0.00
b. PART-TIME	0	0.00	0	0.00
c. COLLATERAL DUTY	6	100.00	0	0.00
3. INVESTIGATOR	0		11	
a. FULL-TIME	0	0.00	11	100.00
b. PART-TIME	0	0.00	0	0.00
c. COLLATERAL DUTY	0	0.00	0	0.00
4. COUNSELOR/INVESTIGATOR	0		0	
a. FULL-TIME	0	0.00	0	0.00
b. PART-TIME	0	0.00	0	0.00
c. COLLATERAL DUTY	0	0.00	0	0.00

**B. AGENCY & CONTRACT STAFF TRAINING**

	COUNSELORS		INVESTIGATORS		COUNS/INVESTIG	
	AGENCY	CONTRACT	AGENCY	CONTRACT	AGENCY	CONTRACT
1. NEW STAFF (NS) - TOTAL	2	0	0	0	0	0
a. NS RECEIVING REQUIRED 32 OR MORE HOURS	2	0	0	0	0	0
b. NS RECEIVING 8 OR MORE HOURS, USUALLY GIVEN TO EXPERIENCED STAFF	0	0	0	0	0	0
c. NS RECEIVING NO TRAINING AT ALL	0	0	0	0	0	0
2. EXPERIENCED STAFF (ES) - TOTAL	4	0	0	11	0	0
a. ES RECEIVING REQUIRED 8 OR MORE HOURS	0	0	0	11	0	0
b. ES RECEIVING 32 OR MORE HOURS, GENERALLY GIVEN TO NEW STAFF	4	0	0	0	0	0
c. ES RECEIVING NO TRAINING AT ALL	0	0	0	0	0	0

**C. REPORTING LINE**

1	EEO DIRECTOR'S NAME:	Willis M. Donald
1a.	DOES THE EEO DIRECTOR REPORT TO THE AGENCY HEAD?	YES NO
	MUST use 'X' to designate response to question	X
2.	IF NO, WHO DOES THE EEO DIRECTOR REPORT TO?	
PERSON:		
TITLE:		
3.	WHO IS RESPONSIBLE FOR THE DAY-TO-DAY OPERATION OF THE EEO PROGRAM IN YOUR DEPARTMENT/AGENCY/ORGANIZATION?	
PERSON:	Willisa M. Donald	
TITLE:	EO Director	
4	WHO DOES THAT PERSON REPORT TO?	
PERSON:	Vaile Oxford	
TITLE:	Agency Director	





## APPENDIX E

### **Reasonable Accommodation Handbook**



Defense Threat Reduction Agency

# Reasonable Accommodation Program

DESK REFERENCE GUIDE

Issued November 2018

HUMAN RESOURCES DIRECTORATE

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## INTRODUCTION

The Defense Threat Reduction Agency (DTRA) Reasonable Accommodation (RA) program is designed to remove any barrier(s) which prevent individuals with disabilities (permanent or temporary) who are employees or applicants from applying for or performing jobs for which they are qualified. Equally important is to empower individuals with disabilities to maximize employment, economic self-sufficiency, and inclusion into society. This guide provides procedures for participation in the DTRA RA program.

The information in this guide applies to all civilian employees and applicants seeking employment within DTRA and takes precedence over all related internal standard operating procedures or guidance.

### References

Chapter 126 of Title 42, United States Code (U.S.C.)  
Deputy Secretary of Defense Memorandum, "Access for People with Disabilities,"  
October 31, 2008  
DoD Manual 8400.01, "Accessibility of Information and communications Technology (ICT),"  
November 14, 2017  
DTRA Instruction 1100.2, "Telework Program, August 21, 2013, as amended  
DTRA Instruction 5505.3, "Defense Threat Reduction Agency Reasonable Accommodation,"  
December 10, 2007, hereby cancelled  
EEOC "ADA Amendments Act of 2008," September 25, 2008  
EEOC "Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the  
American's with Disabilities Act," October 17, 2002  
EEOC "Questions and Answers: Federal Agencies' Obligation to Provide Personal Assistance  
Services (PAS) under Section 501 of the Rehabilitation Act," September 18, 2017  
Executive Order 13164, "Requiring Federal Agencies to Establish Procedures to Facilitate the  
Provision of Reasonable Accommodation," July 26, 2000  
Public Law 93-112, "Rehabilitation Act of 1973," as amended  
Public Law 110-325, "ADA Amendments Act of 2008," September 25, 2008  
Section 552a of Title 5, U.S.C.  
Sections 701, Section 791, and Section 1630.1(c)(4) of Title 29, U.S.C.

## DISCUSSION

### Program Coverage

The DTRA RA program provides modification(s) to the work environment that allows an employee to perform the essential functions of his or her position and/or to enjoy equal access to benefits and privileges of employment. The DTRA RA program also provides for modification to the application process allowing qualified individuals with a disability to apply for positions without barriers.

The DTRA RA program complies with United States Equal Employment Opportunity Commission (EEOC) regulations and federal law prohibiting federal agencies from discriminating against qualified individuals with disabilities. A qualified individual with a disability refers to an individual who satisfies the requisite skill, experience, education and other job-related requirements of the employment position such individual holds or desires; and who, with or without reasonable accommodation, can perform the essential functions of such position. Effective January 3, 2018, the EEOC amended Section 501 of the Rehabilitation Act of 1973, requiring all federal agencies, to include DTRA, to offer Personal Assistance Services (PAS) to assist with daily living activities (i.e., putting on clothing, eating, using the restroom) for employees with “targeted disabilities” (i.e., blindness, deafness, spinal cord injury, etc.).

### Eligibility

Eligibility to participate in the DTRA RA program is limited to permanent full-time and part-time Federal civilian employees or civilian applicants seeking employment within DTRA.

Military members assigned to DTRA seeking a RA must follow his/her Service specific rules for making such a request.

Contractor personnel are not eligible to participate in DTRA’s RA program. Contractors should contact his/her employer if he/she feels a RA is needed.

### Reporting

The Director, Human Resources Directorate (HR), has overall responsibility for DTRA guidance and reporting requirements related to the RA program. HR will compile and maintain RA data to evaluate the Agency’s performance in responding to requests for RA, ensure compliance with EEOC regulations and federal laws, and submit report(s) to the EEOC, as appropriate.

## PROCEDURES

### Designation of RA coordinator

The Director, HR designates a RA coordinator to serve as the program lead. The RA coordinator is responsible for reviewing all RA requests for employees and applicants; ensuring completeness of RA requests; determining whether an employee or applicant meets the definition of a qualified individual with a disability; consulting with Directorates and Staff Offices as necessary; and, providing guidance to all parties.

### Requesting RA

The RA process begins when employees or applicants with a disability request an adjustment or modification to the work environment or application process that will enable the employee or applicant to perform the essential functions of their position, to complete the application process, and/or to enjoy equal access to benefits and privileges of employment (e.g., Agency sponsored events, training).

A request for a RA may be made orally or in writing by an employee or applicant, or the employee or applicant's family member, health care professional or authorized representative. The individual making the request need only indicate the need for assistance based on a medical condition. The use of special words is not required (e.g., "accommodation," "disability," or "rehabilitation").

When a request is made by someone other than an employee or applicant, the RA coordinator will confirm the request with the employee or applicant. In the event a third party acts as a representative for the affected individual, the third party must have written designation authorizing him or her to work on the requestor's behalf.

Types of RA may include, *but are not limited to*:

- Ensuring facilities used by employees and applicants for employment are readily accessible and usable by individuals with disabilities;
- Restructuring jobs and/or modifying work schedules;
- Reassigning current employees to vacant positions;
- Acquiring or modifying equipment or devices;
- Making appropriate modifications to examinations, training materials, or policies; or
- Providing qualified readers or interpreters and/or other similar assistance.

## Processing the RA Request for Employees

A RA request may be submitted in writing or orally to an employee's supervisor, another supervisor in the employee's chain of command, or to the RA coordinator. The initial RA request may be made verbally; however, the RA request must be later documented using DTRA Form 123 found in the DTRA/ Forms Library SharePoint site:

<https://dtra1/j6/RFM/DTRA%20Forms%20Libraary/Forms/Forms%20By%20Number.aspx>

When a RA request requires review or consultation, the supervisor will ensure the RA request is forwarded to the RA coordinator within **7 calendar days** of receipt.

If an employee's need for RA is not obvious or otherwise known, the employee may be asked to provide supporting medical documentation. The supervisor will identify the essential functions of the employee's position. The supporting medical documentation will determine what the employee can or cannot perform because of the disability. Medical documentation in support of a RA request must come from an appropriate healthcare professional and must include sufficient information regarding the employee's medical condition(s) and the functional limitation(s). The RA should explain:

- The past, present and expected future nature, severity, and duration of the employee's impairment (e.g. functional limitation, symptoms, side effects of any treatments).
- The on-the-job activity or activities that the impairment limits, and the extent to which the impairment limits the employee's ability to perform the activity or activities.
- The medical basis for any opinion that the employee requires a RA and how the RA will assist the employee in the performance of the essential functions of the position.
- Specific limitations associated with each major life activity (i.e., performing manual tasks, walking, standing, reaching, sitting, lifting, etc.).
- If teleworking addresses the medical condition sufficiently for the employee to continue performing the essential functions of the position, the RA must define the parameters of telework. (Note: If the RA request involves "full-time telework," then the employee must complete an additional coordination, requiring approval of the Director, HR, per DTRA Instruction 1100.2).
- How the RA will assist in the performance of the essential functions of the position or to enjoy equal access to benefits and privileges of employment (e.g., Agency sponsored events, training).

Failure on the part of the employee, or the employee's designee, to cooperate in this process or provide sufficient documentation on whether he or she has a disability can result in a denial of RA.

Generally, an employee who has already been determined eligible for a RA will not be required to submit a separate written request for each subsequent occasion in which they will need the same or similar RA. If the RA is needed on a recurring basis, the supervisor will ensure arrangements are made without requiring a request in advance of each occasion. A supervisor and RA coordinator may reevaluate a RA based on non-permanent conditions and make modifications per the medical documentation, as necessary.

If an employee needs PAS, the employee will describe the kind of assistance needed to perform activities of daily living for their “targeted disability” and will refer to “Making a Request for PAS” section of this Handbook for procedural guidance.

### **Processing the RA Request for Applicants Seeking Employment**

Applicants seeking employment within DTRA may direct their RA request to the RA coordinator, designee, or to the individual contacting the applicant for an interview.

RA requests should include the applicant’s name, name of the hiring organization, a description of the RA being requested, and a brief description of the reason for the RA request which may be documented on the DTRA Form 123.

### **Engaging in the Interactive Process**

An employee is not entitled to the exact RA he/she requests. The RA must allow the requesting employee to perform the essential function of his/her position that the employee is no longer able to perform. Therefore, once the RA request is made by the employee or applicant, he or she will work with the supervisor or hiring manager to identify potential RAs and explore the various options. The supervisor will engage the RA coordinator once the documentation (i.e., supporting medical documentation, DTRA Form 123, DTRA Form 259, Request for RA, description of RA for applicants, etc.) is gathered.

The requester, RA coordinator, supervisor or hiring manager will collaborate throughout the process. Failure on the part of the requester to cooperate in the interactive process can result in a denial of the RA request. Failure on the part of supervisor to participate in the interactive process may potentially result in Agency liability.

**The RA coordinator advises the supervisor and/or hiring manager; however, the supervisor makes the final decision on the RA for an employee and the hiring manager provides written communication to the applicant on his/her RA decision.** Depending on the nature of the RA request, the RA coordinator, will consult with the Office of the General Counsel, DTRA’s Senior Medical Officer, and/or other Directorates and Staff Offices, as needed, to execute RAs. The RA coordinator will collaborate with the supervisor or hiring manager to promptly, effectively, and reasonably to accommodate a qualified employee with a disability. In extenuating circumstances, clearly visible or known disabilities will be evaluated expeditiously and given priority.



## Reasonable Accommodation Review Board

The employee who is denied an RA, or is not given the RA he/she requests, may choose to appeal the decision to the Reasonable Accommodation Review Board (RARB).

Since each RA is unique and often requires guidance from various Directorates and Staff Offices, RARB members include, but is not limited to:

- Chief, Management and Employee Relations Division;
- RA Coordinator;
- Senior Medical Officer; and
- The Office of the General Counsel.

The Chief, Management and Employee Relations Division serves as the RARB chair and will determine if ad hoc membership is required.

## Requesting and Safeguarding Medical Information

The RA coordinator may request additional medical information if the medical documentation does not clearly explain the nature of the disability, the need for RA, or how the RA will assist the employee in performing the essential functions of the job, enjoying the privileges of the workplace, or assisting an applicant with the application process. The RA coordinator may ask the employee, or employee's designee, to provide medical documentation in support of a RA.

If the RA coordinator needs additional medical information in order to process a RA request, the RA coordinator must provide the employee or applicant with a written explanation of why the submitted medical documentation is insufficient and a description of what is needed.

At a minimum, acceptable medical documentation must establish the nature of the medical condition, the limitations the medical condition imposes, and the causal connection between the medical condition and the inability to meet workplace expectations.

When additional medical documentation is needed, the RA coordinator can allow the individual an opportunity to provide the information from their personal healthcare professional. The RA coordinator may ask the individual to sign a limited release and then either submit a list of specific questions to the individual's health care professional or have DTRA's Senior Medical Officer contact the individual's healthcare professional. If this does not result in sufficient information, the Agency may require the individual to submit to an independent medical examination by a healthcare professional of the Agency's choice and at the Agency's expense.

Individuals should respond to requests for medical documentation within **15 calendar days** after receipt of the RA request. An additional **15 calendar days** may be granted for extenuating circumstances.

All medical information obtained in connection with the RA process must be kept confidential, must not be shared with others unless on a need-to-know basis, and must be appropriately

protected from unlawful disclosure. Any employee who obtains or receives such information is strictly bound by these confidentiality requirements. Restrictions apply to information and documents. The only circumstances under which medical information may be disclosed are:

- Providing identification of an employee's functional limitations and what RAs have been approved to those who have a need-to-know;
- Providing pertinent information to first aid and emergency personnel if the impaired individual requires emergency treatment; or
- Providing investigative services to ensure DTRA is in compliance with EEOC regulations.

Medical information or documentation of an employee's impairment, disability, or RA, must be kept in a separate file from normal personnel records and be properly secured when not in use by the authorized parties. Records pertaining to RA requests are maintained for a period of 3 years. If the RA is needed on a recurring basis, then the RA records will be maintained for as long as the case is active.

### Timeframes for Processing RA Requests

Responses to RA requests for information will be provided by the RA coordinator, as soon as possible, absent extenuating circumstances, not later than **15 calendar days** after receipt. Absent extenuating circumstances, requests for RA will be processed and a decision on the request will be provided within **30 calendar days** of receiving all requested information. If there is a delay in issuing a written determination, the individual requesting RA must be issued written notification of the reasons for the delay.

If a request for a RA can be processed without supporting medical information, and there are no other extenuating circumstances, determinations will be made within **30 calendar days** from the date the request is received. When extenuating circumstances are present, such as failure to provide requested medical information or the information specified, or where independent medical review is necessary, the time for processing a RA request will be extended as reasonably necessary. If the delay exceeds **45 calendar days** from the date of the employee's initial request, he or she will be notified in writing. Unnecessary delays may result in Agency liability and can also result in a violation of the Americans with Disabilities Act (ADA).

If the RA cannot be provided immediately, the supervisor, in coordination with the RA coordinator, should inform the requester in writing of the projected timeframe for providing the RA. Temporary measures must be explored when there may be a delay in processing a request or implementing a RA. If a temporary accommodation is provided, the employee must be informed the accommodation is being provided only on a temporary, interim basis.

In special circumstances expedited processing of a RA request may be required. Examples include when the RA is needed to enable an individual to apply for a job, to participate in a specific activity that is scheduled to occur on a specified date, or in cases involving safety issues.

## Reassignment

Reassignment to a vacant position is a potential RA. In general, reassignment should be considered as a “last resort,” only when RA within the individual's current position is not possible, or would pose an undue hardship to the Agency. Reassignment is not available to applicants. In accordance with EEOC regulatory guidance, reassignment will be considered for an employee when:

- The employee, because of a disability, can no longer perform the essential functions of the position he or she holds, with or without RA.
- There is no available RA that would enable the employee to perform the essential functions of the position or if the only effective accommodation would cause undue hardship to the Agency.
- There is a vacant position for which the employee is qualified. The vacant position must be equivalent to the employee’s current position in terms of pay, grade, benefits, geographical location, etc., unless the employee consents to being placed in a lower graded position and/or placed in a different geographical location.

## Vacant Position Searches

Searches for vacant positions will be handled by the RA coordinator in coordination with the HR Services Division. The search will include positions that are anticipated to be vacant within **60 calendar days** of the initial request for a RA. This search does not obligate DTRA to wait **60 calendar days** to take appropriate action, only to consider vacancies that have been forecasted within **60 calendar days**.

## Decision to Grant a RA Request

When it is determined that a RA will be provided, the decision will be communicated in writing to the requesting individual and his or her authorized representative if one has been identified. If the supervisor grants a RA that was not agreed upon during the interactive process, the notice should explain the reason(s) for the denial of the requested RA and the reason(s) that he or she believes the chosen RA is more effective.

A supervisor is not required to provide the precise RA requested so long as the alternative accommodation is effective and does not create an undue hardship to the Agency, per EEOC regulations.

The RA coordinator will follow up with the employee or applicant to ensure the effectiveness of the RA.

### Decision to Deny a RA Request

When the supervisor, in coordination with the RARB, determines that a RA request will be denied, this will be communicated in writing to the requesting individual, and his or her authorized representative. The explanation for the denial will be written clearly stating the specific reason(s) for the denial. All denial notices will be coordinated with the RARB and sent to the requesting individual by the RA coordinator.

The reason(s) for the denial of a RA request may include, *but are not limited to*, the following:

- The requested accommodation would not be effective and an effective alternate RA was not identified.
- The requested accommodation would result in undue hardship and an effective alternate RA was not identified.
- The submitted medical documentation does not establish that the individual has a disability or needs a RA.
- The requested accommodation would require the removal of an essential function and an effective alternate RA was not identified.
- The requested accommodation would require the lowering of a performance or production standard and an effective alternate RA was not identified.
- The employee is successfully completing all the essential elements of his/her position and is therefore not a “qualified” individual with a disability.

The supervisor, in coordination with the RA coordinator, will provide a written notice of denial to inform the individual of his or her right to file an appeal. The individual may file an appeal with the RARB. If the individual believes the Americans with Disabilities Act was violated, he/she may file a complaint with DTRA’ Equal Opportunity and Diversity Programs Office.

### Tracking and Reporting Requirements

The RA coordinator will gather, track, and report:

- The number and types of RAs that have been requested, and whether those requests have been granted or denied.
- The jobs, to include occupational series, grade level, position titles, etc., for which RAs have been requested.
- The reasons for denial of requests for RA.

- The amount of time taken to process each RA request.
- The sources of technical assistance that have been consulted in trying to identify possible RAs.

### **Making a Request for Personal Assistance Services (PAS)**

An employee may request a PAS by informing a supervisor, the RA coordinator, or other suitable representative that he or she needs assistance with daily life activities because of a medical condition. The employee does not need to mention Section 501 or EEOC regulations explicitly, or use terms such as “PAS” or “affirmative action” to trigger DTRA’s obligation to consider the request.

The RA coordinator will work with the employee to define PAS parameters to include:

- The employee’s targeted disability which makes him or her eligible for PAS.
- The type(s) of PAS (i.e., assistance with removing and putting on clothing, eating, using the restroom, pushing a wheelchair, etc.) required because of his or her targeted disability as defined by the treating health care provider.
- The extent to which PAS is needed for job-related travel, if applicable, but not including the commute to and from work, which is not covered under EEOC regulations.
- The extent to which PAS is needed for teleworking, if applicable.
- The extent to which PAS is needed for employer-sponsored trainings and events.
- The extent to which a RA is needed to supplement the PAS, if applicable.
- The employee’s preference to a specific PAS provider, if applicable.

### **Denying a Request for PAS**

DTRA is only required to provide PAS if the requesting employee is entitled under the EEOC’s affirmative action ruling. Therefore, DTRA will deny a request for PAS if:

- The requestor is not a DTRA employee;
- The requestor does not have a targeted disability;
- The targeted disability does not create a need for PAS;

- The requestor is not able to perform the essential functions of the job, even with PAS and any RAs;
- The requestor would create a direct threat to safety on the job, even with PAS and any RAs; or
- Providing PAS would impose undue hardship on DTRA.

### **Confidentiality Requirements for PAS**

All medical information obtained in connection with PAS requests must be kept confidential and appropriately protected from unlawful disclosure. PAS requests must be kept confidential and must not be shared with others unless on a need-to-know basis. Any employee who obtains or receives such information is strictly bound by these confidentiality requirements per EEOC regulation and federal laws. The RA coordinator must maintain records for a period of 3 years. If the RA is needed on a recurring basis, then the RA records will be maintained for as long as the case is active.

### **Reporting Requirements for PAS**

HR will compile and maintain PAS data to evaluate the Agency's performance in responding to requests for PAS, ensure compliance with EEOC regulations and federal laws, and submit report(s) to the EEOC, as appropriate.

## ACRONYMS

ADA	Americans with Disabilities Act
DTRA	Defense Threat Reduction Agency
EEOC	United States Equal Employment Opportunity Commission
HR	Human Resources Directorate
PAS	Personal Assistance Services
RA	Reasonable Accommodation
RARB	Reasonable Accommodation Review Board

## DEFINITIONS

**Disability.** Per ADA Amendments Act of 2008, the basic definition of "disability" is an impairment that substantially limits one or more major life activities, a record of such an impairment, or being regarded as having such an impairment.

**Essential Functions.** The essential functions of a job are those job duties that are so fundamental to the position that the individual cannot do the job without being able to perform them. A function can be "essential" if, among other things: (a) the position exists specifically to perform that function, (b) there are a limited number of other employees who could perform the function if it were assigned to them or (c) the function is specialized and the incumbent is hired based on his/her ability to perform it.

**Individual with a Disability.** An individual with a disability is a person who (a) has a physical or mental impairment that substantially limits one or more of major life activities; (b) has a record of such impairment, or (c) is regarded as having such impairment.

**Personal Assistant Services (PAS).** PAS means assistance with performing activities of daily living that an individual would typically perform if he or she did not have a disability, *and* that is not otherwise required as a reasonable accommodation.

**Qualified Individual with a Disability.** A qualified individual with a disability is a person who (a) satisfies the requisite skill, experience, education, and other job-related requirements of the position such individual holds or desires and (b) can perform the essential functions of the position, with or without reasonable accommodation.

**Reasonable Accommodation (RA).** RA is a modification or adjustment to a position, the work environment, or the application process that enables a qualified individual with a disability to attain the same level of performance of the essential duties of the job or to enjoy equal benefits and privileges of employment as are available to a similarly situated employee without a disability.

**Reassignment.** Reassignment is a form of RA that, absent undue hardship, is provided to employees (not applicants) who, because of a disability, can no longer perform the essential functions of the job, with or without RA. Reassignments are made only to vacant positions and for employees who are qualified for the new position, when no other RA exists.

**Targeted Disabilities.** Targeted disabilities are a subset of conditions that would be considered disabilities under the Rehabilitation Act. Qualified individuals with certain disabilities (e.g., paralysis due to spinal cord injury, blindness, missing limbs) face significant barriers to employment, which for some people may include lack of access to PAS in the workplace, that are above and beyond the barriers faced by people with the broader range of disabilities.

**Undue Hardship.** Undue hardship generally refers to a specific accommodation that requires the DTRA to incur significant difficulty or expense. Determinations are made on a case-by-case basis, considering the nature and cost of the accommodation needed and the impact of the accommodation on the operations of the DTRA.





## APPENDIX F

### **Individual with Disabilities Workgroup Recommendations**

# ***Recommendations to increase the participation rates of Individuals with Target Disabilities (IwTD)***

***September 19, 2017***



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## **Agenda**

- IwTD Charter
- IwTD Cross Functional Team
- IwTD Focus Groups
- Voice of the Customer
- Top Ten Root Causes/Impediments
- Recommendations
- Implementation Plan
- Communication Plan
- Discussion

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## IwTD Charter

Charter			
<b>Problem Statement</b>	Based upon the FY 2015 Status Report and FY 2015 Management Directive 715 (JID-715) data, the Agency's total workforce participation rate for IwTD was 0.23%, which is below the FY 2014 Federal High of 2.23%. This significant disparity will be addressed by the Working Group.		
<b>Business Case</b>	<ul style="list-style-type: none"> <li>Agency population should be reflective of the Civilian Labor Force (CLF).</li> <li>Identify possible new approaches for recruitment, career development, and return to work programs.</li> <li>Increase participation of IwTD in training and career development activities, mentoring programs, and Schedule A Hires within the Agency.</li> <li>Increase retention of IwTD in the workforce.</li> </ul>		
<b>Goal Statement</b>	To advise the Director on strategies and corrective solutions for the low participation rate of IwTD within the Agency.		
<b>Unit</b>	Qualified IwTD Employee		
<b>Defect</b>	Qualified IwTD Employee not hired by the Agency		
<b>Customer Specifications</b>	Derive greater value from easily accessible data sources and information to support better decision making throughout the Organization.		
<b>Measure Start</b>	23% (FY15 MD-715)		
<b>Measure Stop</b>	2.67% (2010 CLF) DoD 2.8%		
<b>Scope</b>	<ul style="list-style-type: none"> <li>The IwTD WG will research, collect and analyze data, conduct root cause analysis, and identify barriers.</li> <li>The expected results of the working group will be to provide a report of recommendations for implementation.</li> <li>Identify the possible cause(s) for the low participation rates of IwTD throughout the Agency, and determine whether potential barriers exist.</li> </ul>		

Increase the IwTD participation rate within the Agency

Timeline			
Phase	Planned	Actual	Status
Data Collection	5/28/17	5/28/17	●
Analysis & Computer	7/28/17	8/28/17	●
Develop Action Plan	9/28/17	9/28/17	●
Brief Recommendations	10/28/17	In progress	●
Implement Decisions	12/28/17	Not started	●

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## IwTD Cross Functional Team

Leadership Team Members			
Name	Role	Office	RAC
Mr. Jonathan Stone	Team Member	Acquisition, Finance, & Logistics Partnership Capacity & On-Site Inspection	Contributor
Ms. Rosemary Waters-Lindo	Team Member	Acquisition, Finance, & Logistics	Contributor
Mr. Booker Wheeler	Team Member	Information Integration & Technology Services	Contributor
Ms. Helen Yu	Team Member		Contributor

Responsible, Approver, Contributor

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## IwTD Focus Groups



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## IwTD Cross Functional Team

Leadership Team Members			
Name	Role	Office	RAC
Ms. Nancy Reeves-Flores	Champion	Information Integration & Technology Services	Approver
Mr. Rob Bleck	Co-Chairperson	Information Integration & Technology Services	Responsible
Ms. Sherry Davis	Co-Chairperson	Environmental Safety & Occupational Health	Responsible
Mr. Clester "Len" Lenoir	Facilitator/Process Lead	Chief of Staff	Responsible
Ms. Dee Brown	Technical Advisor	Equal Opportunity & Diversity Programs	Responsible
Mr. Flynn Rosko	Share Point Administrator	Information Integration & Technology Services	Responsible
Mr. Matthew Carroll	Team Member	Acquisition, Finance, & Logistics	Contributor
Mr. Reginald Darden	Team Member	Partnership Capacity & On-Site Inspection	Contributor
Mr. Jay Farneski	Team Member	Acquisition, Finance, & Logistics	Contributor

Responsible, Approver, Contributor

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## Top Ten Root Causes/Impediments

### People:

1. Managers are not committed to hiring lwTD.

### Information:

1. Offices do not know who to contact when questions arise regarding the employment of lwTD.
2. Workforce is not aware of DTRA resources available to assist with the reasonable accommodation process.
3. Workforce is not aware of DTRA process available to assist with the reasonable accommodation process.
4. Limited Disability awareness/etiquette training.

### Measurements:

1. Lack of outreach to and recruitment of lwTD.
2. Lack of self-reporting on their disability status among lwTD.

### Environment/Culture:

1. No visible top management commitment
2. Negative attitudes/ stereotypes toward lwTD.
3. Lack of Agency oversight over employment of lwTD.

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## lwTD Cross Functional Team

Leadership Team Members			
Name	Role	Office	RAC
Ms. Latasha Harris	Team Member	Acquisition, Finance, & Logistics	Contributor
Mr. William (Neal) Hileman	Team Member	Information Integration & Technology Services	Contributor
Ms. Shontel Jackson-Taylor	Team Member	Human Resources	Contributor
Ms. Teresa Knight	Team Member	Acquisition, Finance, & Logistics	Contributor
Mr. Terry McMurry	Team Member	Research & Development	Contributor
Mr. Javier Orozco	Team Member	Partnership Capacity & On-Site Inspection	Contributor
Ms. Jennifer Perry	Team Member	Intelligence & Plans	Contributor
Ms. Michele Perry	Team Member	Chief of Staff	Contributor
Ms. Michele Stevenson	Team Member	Research & Development	Contributor

Responsible, Approver, Contributor

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## Recommendations

### People:

- Human Resources (HR) is currently working to have a more robust recruitment/outreach initiative that will include lwTD discussion. Review/update the process on announcing Schedule A/Veterans hiring options during strategic conversation held with hiring officials. Emphasize to supervisors and managers the options and benefits of hiring Schedule A, disabled vets and Workforce Recruitment Program (WRP) candidates.

### Information:

- Create mechanism that allows Directorates to know who/how to contact.
- Provide training to supervisors and hiring managers.
- Communicate the importance of lwTD to include displaying top level support.
- Create training on DTRA resources and the processes available to assist with the reasonable accommodation process.
- Review Business Rules on Civilian/Schedule A, Veterans hiring
- Increase participation in job fairs.

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## Recommendations

### Measurements:

- During the HR strategic conversation with hiring officials, emphasize to supervisors and managers their opportunities to hire Schedule A/WRP candidates.
- Prepare job announcement specifics for Schedule A applicants.
- Increase participation at job fairs.
- Expand WRP 'like' programs.
- Explore other wounded warrior/VA recruitment programs.
- Demonstrate to the workforce the benefits of reporting, updating personal profile, with an emphasize on available accommodations.
- Explain that the USA staffing changed processes recently, remind users to update their personal status.

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## Implementation Plan

Implementation Plan Action	OPR	Due Date	Status
HR is the Process Lead, in collaboration with EO, will increase outreach programs. They will also develop a pamphlet for hiring managers on schedule A benefits. J1/J0XE will host brown bags on hiring employees with disabilities. Review J1 process on announcing Schedule A/Veterans option to hire.	Human Resources/Equal Opportunity & Diversity Programs	1 <sup>st</sup> Qtr FY18	On-going. Veteran outreach program began in 2016 with career and job fairs, by end of 2016, 1137 was the total employee count, of those numbers 466 were Veterans and 47% were identified as partially disabled.
Outline the benefits of self-reporting from an employee and an agency perspective. Work toward changing culture, stigma associated. Trifold awareness tools/opportunities. The 256 self-identification form, does not line up with MyBiz/ DCPDSO. Onboarding update from EO.	Equal Opportunity & Diversity Programs	1 <sup>st</sup> Qtr FY18	Developing strategy to encourage self-reporting, updating current status by communicating the benefits to the workforce.
Develop pamphlet on schedule A hiring, EO will host brown bags on hiring employees with disabilities.	Human Resources/Equal Opportunity & Diversity Programs	1 <sup>st</sup> Qtr FY18	Started. J0XE will emphasize the unconscious bias in training to help managers think with empathy when dealing with subordinates and co-workers.
Make managers aware of lwTD candidates through periodic WRP candidate database reviews. Emphasize recruitment opportunities of disable vets.	Human Resources	Continuous	On-going. HR developed a revised 2-day supervisory training program.

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## Recommendations

### Information (continued):

- Create job announcement specifically targeting Schedule A prospects.
- Develop pamphlet on Veterans hiring.
- Develop disability etiquette standards, i.e. understand the norms and communicate to workforce.

### Environment/Culture:

- Publish success stories – EO is working on WRP success video.
- Provide disability training to the workforce. Promote Agency 508 program, invite wider audience participation.
- Share the Director's policy statement on disability, i.e. exceeding targeted goals.

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## Implementation Plan (continued)

Implementation Plan Action	OPR	Due Date	Status
The blog on disability etiquette was well received by the workforce, increase the awareness through periodic training, trifold, and WRP video interviews.	Equal Opportunity & Diversity Programs	1 <sup>st</sup> Qtr FY18	Pending
Involve Public Affairs to highlight lwTD experiences. Publish success stories, i.e. on Flynn - WRP to Jr. Employee of year.	Equal Opportunity & Diversity Programs	October 2017	Started
Expend use of mentoring/brown bags.	Equal Opportunity & Diversity Programs	1 <sup>st</sup> Qtr FY18	Pending
Define supervisor and HR responsibilities.	Equal Opportunity & Diversity Programs	1 <sup>st</sup> Qtr FY18	Updated instruction being developed.

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## Implementation Plan (continued)

Implementation Plan Action	OPR	Due Date	Status
October is disability awareness month – major awareness campaign, to include successful WRP graduates.	Equal Opportunity & Diversity Programs	October 2017	Started. Build upon the successes demonstrated during last October's campaign.
Reasonable accommodations (HR function) POC awareness via the portal. Post information on DTRA1 HR site, promote awareness via brochures, and newsletters.	Human Resources	1 <sup>st</sup> Qtr FY18	Started
Post blog, email, on RA website on resources available.	Human Resources	1 <sup>st</sup> Qtr FY18	Pending
HR conduct workforce education/training on RA resources.	Human Resources	1 <sup>st</sup> Qtr FY18	Pending
Use desktop, DSS and DTRA1 banner for awareness.	Human Resources	October 2017	Being Developed
Update instructions with processes, HR Connection, annual training. Emphasize the civilian hiring business rules with hiring managers during the strategic conversation.	Human Resources	2nd Qtr FY18	Started. Drafted an SOP and checklist for hiring managers.

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