



# FY 2020 STATUS REPORT FY 2021 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) 2020**

**PREPARED BY:**

**EQUITY, DIVERSITY, AND INCLUSION OFFICE**

# TABLE OF CONTENTS

## SECTION I:

<b>PARTS A thru D:</b> Agency Information .....	5
<b>PART E:</b> Executive Summary .....	10
<b>PART F:</b> Certification of Establishment of Continuing EEO Programs .....	35
<b>PART G:</b> Agency 2.0 Self-Assessment Checklist .....	37
<b>PART H:</b> Plans for Addressing Deficiencies.....	53
<b>PART I:</b> Plans for Trigger Identification and Barrier Elimination.....	79
<b>PART J:</b> Employment Plan for Individuals with Targeted Disabilities .....	91

## SECTION II:

APPENDICES .....	111
Appendix A: MD-715 Definitions and EEO Authorities.....	113
Appendix B: DTRA Organization Chart.....	118

## 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>FY2020</b>
<b>For period covering October 1, 2019 to September 30, 2020</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>1259</b>		<b>26</b>		<b>1285</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	Rhys M. Williams, Ph.D.			Acting Director			
Head of Agency Designee	Rhys M. Williams, Ph.D.			Acting Director			
<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	EEO Manager	0260	GS-14	571-616-6597	denise.a.lewis12.civ@mail.mil	

Complaint Processing Program Manager	Phillip Ellis	Informal Complaint Program Manager	0260	GS-13	571-616-6251	phillip.t.ellis.civ@mail.mil
Diversity & Inclusion Officer	Denise Lewis	Diversity and Inclusion (D&I) Program Manager	0260	GS-14	571-616-6597	denise.a.lewis12.civ@mail.mil
Hispanic Program Manager (SEPM)	James Jones	EEO Special Program Manager	0260	GS-13	505-853-0648	james.a.jones125.civ@mail.mil
Women's Program Manager (SEPM)	Denise Lewis	EEO Program Manager	0260	GS-14	571-616-6597	denise.a.lewis12.civ@mail.mil
Disability Program Manager (SEPM)	Cheryl B. Williams-Payton	SEPM Program Manager	0260	GS-12	571-616-6422	cheryl.b.williams-payton.civ@mail.mil
Special Placement Program Coordinator (Individuals with Disabilities)	Cheryl B. Williams-Payton	SEPM Program Coordinator	0260	GS-12	571-616-6422	cheryl.b.williams-payton.civ@mail.mil
Reasonable Accommodation Program Manager	Mary Lewandowski	RA Program Manager	0201	GS-12	571-616-4802	mary.h.lewandowski.civ@mail.mil
Anti-Harassment Program Manager	Claudette Persuad	Anti-Harassment Program Manager	0260	GS-13		Departed after FY20
ADR Program Manager	Phillip Ellis	ADR Program Manager	0260	GS-13	571-616-6251	phillip.t.ellis.civ@mail.mil

Compliance Manager	Richard Conyers	Formal Compliant Program Manager	0260	GS-14	571-616- 5720	richard. f.conyers2.civ@ mail.mil
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Principal MD-715 Preparer	Denise Lewis	AEP Program Manager	0260	GS-14	571-616-6597	denise.a.lewis12.civ@mail.mil
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### Part D.1 – List of Subordinate Components Covered in this Report

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

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	YES	<a href="https://www.dtra.mil/Portals/61/Documents/DTRA_Careers/RA_Handbook_Nov_19_2018.pdf?ver=2020-07-28-091213-473">https://www.dtra.mil/Portals/61/Documents/DTRA_Careers/RA_Handbook_Nov_19_2018.pdf?ver=2020-07-28-091213-473</a> , pp. 11-12
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	Implementing the D&I Strategic Plan in FY2021
Diversity Policy Statement	YES	
Human Capital Strategic Plan	NO	HR is working on the FY2021-2024 Plan
EEO Strategic Plan	YES	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	YES	

## EXECUTIVE SUMMARY

## Agency Accomplishment

**For the period covering October 1, 2019 to September 30, 2020**

## **EXECUTIVE SUMMARY**

### **PART E.1 - EXECUTIVE SUMMARY**

#### **AGENCY MISSION**

**The Defense Threat Reduction Agency enables the Department of Defense (DoD), U.S. Government, and International Partners to counter and deter Weapons of Mass Destruction (WMD) and emerging threats.**

Working within this mission, and under National and DoD guidance, the Agency reduces the risks posed by WMD and emerging threats, delivering innovative material and non-material solutions that ensure a strong, protected, and prepared Joint Force.

DTRA also holds dual roles: it is both a **Defense Agency** (executing more strategic, Defense-policy-oriented programs on behalf of offices within OSD); and a **Combat Support Agency** (responsive to counter-WMD requirements out of the Joint Staff, Combatant Commands, and the Services). Within these roles, DTRA accomplishes its mission through five core functions:

- **Enable Strategic Deterrence**
- **Support U.S. Treaty Implementation and Verification**
- **Partner to Reduce Global WMD Threats**
- **Identify Vulnerabilities and Mitigation Strategies**
- **Develop and Deliver Rapid Capabilities**

The Agency's unique, specialized workforce works collaboratively to find, coordinate, and produce solutions that align resources to strategy, and drive an actionable, forward-thinking CWMD/emerging threats agenda on behalf of National Defense and National Security goals.

The DTRA workforce is made up of 10 Directorates: Acquisition, Contracts, and Logistics Directorate (AL); Cooperative Threat Reduction Directorate (CT); Human Resources Directorate (HR); Information Management and Technology Directorate (IT); Nuclear Enterprise Directorate (NE); Office of the Director (DIR); On-Site Inspection and Building Capacity Directorate (OB); Operations and Integration Directorate (OI); Research and Development Directorate (RD); and Strategic Integration Directorate (SI).

DTRA's Headquarters is located at Fort Belvoir, Virginia. The Agency also has remote sites located throughout other worldwide locations: Germany, Albuquerque (ABQ), Eglin, and Travis.

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

### EQUITY, DIVERSITY AND INCLUSION OFFICE (EI)

**MISSION STATEMENT** – The Equal Employment Opportunity (EEO) mission is to create and sustain an inclusive work environment that aligns with DTRA’s mission.

EI Strategic Goals and Objectives	
<b>Goal 1:</b> Improve focus beyond compliance	<ul style="list-style-type: none"><li>• SO1: Integrate EEO into the workforce.</li><li>• SO2: Improve program execution and customer service.</li></ul>
<b>Goal 2:</b> Leverage and expand our collaboration with internal and external partners	<ul style="list-style-type: none"><li>• SO3: Establish new relationships, to include non-traditional partners.</li><li>• SO4: Enhance effectiveness of internal relationships.</li></ul>
<b>Goal 3:</b> Facilitate innovation	<ul style="list-style-type: none"><li>• SO5: Become a catalyst for change.</li><li>• SO6: Encourage leaders to support innovation and creativity.</li></ul>
<b>Goal 4:</b> Educate and advise DTRA leadership and staff	<ul style="list-style-type: none"><li>• SO7: Create a shared understanding of how EEO contributes to the DTRA mission.</li><li>• SO8: Provide tailored consultative support services.</li></ul>

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

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

The current staff consists of an EI Director, two EEO Managers and five EEO specialists.

### SIX ESSENTIAL ELEMENTS ACCOMPLISHMENTS

#### **Essential Element A:**

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

**EEO Policies and Procedures Communicated to the Workforce:** The Agency disseminated its EEO Policy Statements (Anti-Harassment, Civilian, Military, Sexual Harassment/Sexual Assault, Harassment, Diversity and Inclusion) and other EEO program information during the EEO Training for Supervisors and Employees; and reasonable accommodation (RA) procedures are provided in the Supervisory Role in HR Management Training.

During training supervisors and employees were informed of their rights and responsibilities pursuant to the EEO process, AHP, ADR process, RA program, and behaviors that could result in discipline.

The EI Office developed its external website and has posted all contact information for the EEO Director, Complaints Manager/Specialist, SEP managers, and other staff members.

HR revised its RA and Personal Assistance Service (PAS) procedures in accordance with guidance from the Equal Employment Opportunity Commission (EEOC). These procedures are posted on DTRA's external website.

**FEVS and Climate Assessment Surveys:** The Agency utilizes the FEVS and Climate Assessment surveys to monitor the Agency or Directorate climate within the workforce. The FEVS examines Employee Engagement, New Inclusion Quotient, Global Satisfaction, Effective Communication and Human Resource Management.

The Climate Assessments focus areas are: Senior Leadership, First Line Supervisors, Mission, Communication and Teamwork, Promotion and Career Development, Recognition and Awards, and Morale. The results aids in providing the Directorates with recommendations of how to improve their climate and organizational effectiveness.

The EI Office conducted a 4-Year Trend Analysis and determined the Agency lowest areas of concern were: Leader Lead, Fairness, Cooperativeness, Leader/Manager Organization Communication and Performance Recognition and Rewards. These areas are also the lowest Climate Assessment focus areas. Additional analysis is being conducted in FY21 by the Agency's Operations Research Systems Analysis (ORSA) Office.

**Diversity and Inclusion (D&I) Council:** The DTRA Director affirmed his commitment to EEO Principles and Diversity by establishing a contract to support diversity initiatives within DTRA and a D&I Council to build an inclusive workforce. The Council is comprised of two co-chairs, one military general officer/flag officer representative, and a senior executive service (SES) representative with a 2-year duration. The Council is comprised of voting members (Employee Resource Group (ERG)) Leads, Directorate Representatives, EI Director, Designated Senior Enlisted Leader and Advisory members, were assigned from General Counsel (GC), the Inspector General (IG) and the Office of the Chief of Staff. The Council has established monthly meetings for the third Thursday of every month. To date, the Council held a Kickoff meeting, appointed ERG Leads and Co-Leads and hosted a Barrier Analysis and Change Management workshops for the ERGs. The EI Office developed a Barrier Analysis Toolkit to educate the ERGs on how to identify and eliminate barriers within the various minority groups.

**Diversity in the Hiring Process:** As directed by the Agency Director, the EI Office began participating in strategic recruitment discussions with the HR Directorate and hiring managers to educate and provide awareness on achieving diversity in the recruitment, hiring, and interview processes. These conversations assist in increasing the hiring manager's awareness of special hiring authorities, diversity recruitment strategies and establishing a diverse hiring panel going beyond demographics.

**Senior Executive Service (SES) Performance Element:** As directed by the DIR, the EI Office

developed a new SES EEO and Diversity performance element. This element will assist leaders in measuring their success towards diversity, equity, and inclusion such as:

- Positive steps taken to incorporate diversity into strategies of their Directorate.
- Creating an inclusive work environment where all employees are engaged, valued and respected for their individual cultural differences.
- Encouraging an environment of open exchange of information and diverse opinions.
- Strive to create and maintain a work environment that is free of discrimination, harassment and retaliation.
- Developing relevant strategic objectives and identify culture and learning solutions that meet those objectives.

## **Essential Element B:**

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

In Fiscal Year (FY) 2020, EI posted quarterly and annual EEO complaint data on its internal and external websites, consistent with the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (No FEAR Act) and provided staff 8 hours of refresher training.

**EI Director Involvement:** The EI Director continued to build relationships with senior leaders on strategies which promote an environment free from personal, social, or institutional barriers that prevent employees from rising to their highest potential. The EI Director meets and reports directly to the Agency Director and regularly informs the Agency Director of the office top priorities, compliance issues, EEO, and diversity and inclusion efforts. The EI Director attends weekly Agency Director staff meetings and participates in various forums throughout the Agency, (e.g., the Director's Intelligence Brief), creating a more engaged working relationship with senior leaders.

**State of the Agency Brief:** The EI Director presented the annual State of the Agency briefing to the DIR and senior officials. The presentation covered the assessment of the Agency's performance from each of the six elements, results from the Gender Pay and Generational Study, and EEO FY21 initiatives.

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

**Leadership Development Program:** The Agency continues to create and maintain a model EEO program by ensuring professional and career development opportunities were available for participants at all levels from the most junior to senior executives. In FY20, DTRA allocated funding to each Directorate, in proportion to its military and civilian personnel populations, to execute individual training plans and provide opportunities to attend core leadership development courses. During the period 21 employees participated in the Agency's competitive leadership programs. All Agency applicants were subject to a comprehensive screening process, which included vetting and selection by the Agency's Leadership Development Council (LDC), after obtaining supervisory approval. The LDC is comprised of representatives from each of the Agency's Directorates and an additional advisor from one of the Agency's Staff Offices. The LDC then reviews, rates, and ranks applications based on a standardized application criterion. Finally, a

panel of senior leaders conducts an interview with each of the top candidates to make final LDC recommendations to the HR Director. Personnel who were not selected are always afforded the opportunity to receive feedback on their submission and results to learn from the experience and ensure transparency in the process.

**Mentoring Program:** DTRA's Mentoring Program continues to promote equal opportunity for all employees during the pandemic and the maximum telework environment. This program quickly transitioned its events to a virtual format, ensuring communication and collaboration across the Agency. A significant addition for this year was a component focused on new supervisors. The Mentoring Component for Supervisors is 6 months in duration and is designed to help new supervisors transition from technical positions to leadership positions. This was achieved through formal leadership training, team building, and key stakeholder workshops. The overall FY20 program consisted of 100 civilian employees. Among our mentors were ten Senior Executive members. DTRA senior leaders played an active part in the program by hosting virtual brown bags and participating in key program activities. Senior leaders regularly communicated with participants in a virtual environment to discuss key points centered around the program's featured book, "Developing the Leader Within You," by John C. Maxwell. The senior leaders also hosted virtual roundtables, sharing their knowledge and experiences with the participants and encouraging open communication among the group. The DIR fully supported program efforts and periodically met virtually with participants to share mission updates.

	Number of Participants in GS-12	Number of Participants in Grade 13-15	Number of SES participants
Mentees	5	45	0
Mentors	0	39	10

**Outreach and Talent Acquisition Plan:** In FY20, the HR Directorate continued to expand the DTRA network and established relationships with community partners and organizations, including disability and veteran organizations, to attract diverse talent in mission critical occupations. DTRA worked with supervisors and hiring managers on the Schedule A process, Workforce Recruitment Program (WRP), and the 30% Disabled Veterans Program. There were 3 WRP participants in FY20, and one prior participant became a full-time Federal employee. During FY20, the Agency also made 5 Schedule A appointments and hired 70 veterans, of which 35 had a disability rating of 30% or more.

**Race Relations Sessions:** The EI Office hosted a series of five Race Relations Sessions from June 2020 through September 2020. The sessions in June were initiated to celebrate Juneteenth. Additional sessions were scheduled based on interest and participation. The intent of the sessions was to create a safe and supportive environment for DTRA employees to candidly voice their concerns and share their experiences regarding race relations, and its possible effects in our workplace and communities, without attribution or judgement. The intended outcomes were to facilitate conversations, promote introspection, provide education and awareness of cultural differences and perspectives, and to take necessary actions to drive positive change. Each session was unique as guest moderators, external to the Agency, were invited to facilitate the sessions. As a result of these efforts, the Agency established a D&I Council and five ERGs.

**ERGs:** The Agency established six ERGs (African American, Asian American Pacific Islander (AAPI), Hispanic, Individuals with Disabilities (IwDs) and Lesbian, Gay, Bisexual, Transgender,

Questioning/Queer, Intersex, Asexual/Ally (LGBTQIA) and Women) in FY20. These ERGs recruited over 70 volunteers (5.39%) of the DTRA workforce. Each ERG was appointed a Lead and a Co-Lead to provide leadership, oversight, guidance and support for all functions of the ERGs. ERGs will support the Agency by serving a critical role on the D&I Council and creating a culture that encourages collaboration and flexibility, supporting and bringing employees together, and providing recommendations and solutions to barriers in the workplace. ERGs will initiate activities in areas such as: data and barrier analysis; SEP; employee/workforce engagement; recruitment and outreach; and training and cultural awareness to resolve systemic workplace issues.

**D&I Contract:** The EI Office established a contract to assist in developing and executing D&I strategies throughout the Agency. The contractor will assist in building a holistic D&I framework; creating a D&I Strategic Plan with a targeted Diversity Recruitment and Outreach Plan to recruit minorities and women in science, technology, engineering, and mathematics occupations; and developing a DTRA brand and various communication strategies, in addition to building a robust diversity database.

### **Essential Element C:**

#### **MANAGEMENT AND PROGRAM ACCOUNTABILITY**

**AHP:** The AHP is coordinated by a designated Anti-Harassment Program Manager. Agency supervisors are responsible for conducting inquiries of harassment allegations and ensuring they are conducted promptly within 10 days. After the inquiry, if additional information is required the Agency Deputy Director will be requested to conduct an investigation. The Deputy Director will appoint an investigator to complete the fact finding within 60 days. The GC and HR are consulted for corrective action measures. Based on this process there is a firewall between the AHP, and the EEO Complaints Process.

<b>FY</b>	<b>No. of Cases</b>	<b>Total Inquiries/Investigations</b>	<b>Closed</b>	<b>Mediations</b>
FY20	7	6	6	5

**RA:** HR has oversight, responsibilities, guidance and reporting requirements for the RA Program. HR designates a RA coordinator to serve as the program lead. In addition, the Agency has established its PAS procedures which complied with EEOC regulations and standards. PAS is instituted to assist employees (when needed) with performing activities of daily living that an individual would typically perform if he or she did not have a disability. The Agency has posted its PAS procedure on its external website.

The Agency processed 23 RA requests, which included a combination of assistive technologies, sit/stand workstations, chairs, keyboards, space heaters, hearing aid monitors and real time captioning. The RA coordinator worked closely with the IT Directorate and Building Manager to provide approved accommodations for individuals, such as eight sit/stand workstations, two ergonomic keyboards, one space heater, and seven ergonomic chairs; and coordinated with the Environmental, Safety and Occupational Health Office (ES) to ensure ergonomic assessments were conducted upon request. The Agency provided Sign Language Interpreter (SLI) services for workplace meetings, conferences, training, and special events and maintained an SLI log which tracked expenditures for all events and requirements. The Agency processed five Computer



Accommodation Program (CAP) requests at no cost to DTRA as CAP is a free service provided by DoD.

**SES Performance Appraisals:** The EI Office included an EEO and Diversity critical performance element in all SES performance plans. The performance element provides criteria to evaluate commitment to Agency EEO policies and principles and participation in the EEO program. Directorate members are held accountable for communicating responsibilities to subordinate managers and supervisors to ensure they have a clear understanding of expectations.

**Supervisory EEO Performance Element:** The EI Office revised the supervisory EEO element. Supervisors and managers will be evaluated on compliance with these standards. This element required supervisors to promote an inclusive workplace where diversity and individual differences are valued while ensuring a work environment that is free from discrimination. This element is pending review and coordination with GC and HR at the end of FY20.

**Compliance with Settlement Agreements:** The EI Office ensured full and prompt compliance with the terms of settlement agreements that were reached in FY20. Once settlement agreements were finalized, the EI Director issued execution and compliance letters to all responsible officials and tracked compliance. In FY20, DTRA settled with three Complainants, two of whom filed complaints in FY18, and one in FY17. FY18 Complainant 1 - \$13,291.45 in attorney's fees and \$75,000 lump sum; FY18 Complainant 2 - \$15,000 in attorney's fees and \$80,000 lump sum; FY17 Complainant - \$55,000 lump sum. There were no findings of discrimination issued in FY20.

**EI and HR Monthly Collaboration:** The EI Director and HR Director continued their monthly collaboration on personnel programs, policies, and procedures in accordance with EEOC laws, instructions, and management directives. In FY20, EI and HR collaborated on several initiatives such as the Diversity Hiring Guidance, Recruitment and Outreach strategies, the Affirmative Action Plan for IwDs and activities and the establishment of a D&I contract to assist in developing and executing D&I strategies throughout the Agency.

**Affirmative Action Plan:** EI and HR partnered to implement the Affirmative Action Plan for IwDs. The following accomplishments were highlighted in FY20:

- The EI Office created a disability roster and sent out e-mail communication to the disability community regarding internal and external opportunities such as career development, mentoring, and specialized training and events training for managers and employees.
- The Agency hosted a **Veterans Day Celebration** to honor Veterans within the Agency for their service. The theme was, "Honoring Those Who Served." The Agency's guest speaker was Sergeant Major Michael Mack, United States Marine Corps, Retired. Sergeant Major Mack shared stories of his success and determination with thought provoking topics on Teamwork, Peace, Joy, and Purpose. A video was created and shared to celebrate the accomplishments of Veterans and to reflect on the services they provided.
- **Disability Awareness Training:** The Agency hosted a virtual Disability Awareness and Inclusive Training for the workforce on August 13, 2020. Guest presenters were Ms. Diane McBride from the Department of the Blind and Vision Impairment (DBVI) and Ms. LaPearl Smith from the Department for Aging and Rehabilitation Services (DARS) who educated the workforce on how to interact with IwDs. This event was well supported; 26 individuals participated virtually and were engaged.

- **Disability Toolkits:** The EI Office created and disseminated two toolkits (Veterans Employment and WRP) for supervisors and managers to assist in understanding the special hiring authorities and to bring awareness of the programs and the benefits to interns in the Agency.
- The EI Office informed **Schedule A** applicants on the hiring process and provided them with a Schedule A Fact Sheet. The SEP manager held telephone conversations with Schedule A applicants to discuss the Schedule A hiring process.
- **WRP and Disabled Veterans:** WRP hired three college students for temporary summer employment who were placed in various Directorates using their skills to support the mission. Two WRP interns were permanently hired into government positions. DTRA continues to recruit 30% or more disabled Veterans. Of the 771 Veterans, 380 (49%) were identified as disabled Veterans, and 324 (42%) were identified as 30% or more disabled Veterans. The Agency new hires were 138; 70 (51%) were Veterans and 35 (25%) were identified as 30% or more disabled Veterans.

**SEP Observances:** DTRA sponsored the National Disability Employment Awareness Month (NDEAM). This year marked not only the 75<sup>th</sup> observance of NDEAM, but also the 30<sup>th</sup> anniversary of the American with Disabilities Act. The Agency hosted a Disability Awareness and Etiquette Training to educate the workforce on the disability laws, hiring authorities for IwDs, RAs and the proper ways to interact with IwDs. There were 55 individuals in attendance virtually.

**EI Office Advises Senior Leaders and Supervisors on EEO Matters:** The EI Office provides management and supervisory officials with regular EEO updates, including complaints and workforce data summaries, through the State of the Agency Brief, monthly briefing and EEO Training. Toolkits (Anti-Harassment, WRP, and Employee Engagement) were also developed to educate managers and supervisors on various processes. The EI Office readily addresses EEO questions or concerns raised by managers and supervisors.

**Directorate Partnerships and Outreach Efforts:** The following are some of the FY20 accomplishments.

- The AL Directorate promoted an inclusive workplace by conducting the following initiatives:
- **The Engineering and Logistics Department (AL-EL):** Hosted four Franklin Covey Unconscious Bias Trainings for leadership; and conducted 3 divisional professional development sessions (a Surviving to Thriving and two Unconscious Bias Trainings).
  - **Surviving to Thriving:** Explored innovating and transforming one's self to be more effective operating in a coronavirus disease 2019 (COVID-19) environment. Also, the training focused on the strategy of rethinking the organization and accelerating the adoption of digital solutions.
  - **Unconscious Bias Training:** Exposed the team to their implicit biases, provided tools to adjust automatic patterns of thinking, and established goals to ultimately eliminate discriminatory behaviors.
  - **Office of Small Business Programs (AL-SB):** During Historically Black Colleges and Universities (HBCUs) Week, AL-SB conducted a webinar with 25 HBCUs to educate on opportunities that HBCUs have to conduct business with DoD by competing for full and open contracts, providing technical assistance to protégé firms as a subcontractor on DoD Mentor-Protégé Agreements, and by teaming with small businesses to conduct research

and development under the Small Business Technology Transfer Program. The AL-SB Department Head participated in an Unconscious Bias session with other AL Leadership in September-October 2020. Also, the Department requested Unconscious Bias Training for 7 personnel (1 military, 3 civilians, 3 contractors).

- **Cooperative Threat Reduction (CT):** CT integrated EEO by removing potential biases from the recruitment and hiring process. The team is undergoing a pilot program for three hiring actions where the Hiring Manager utilizes "blind" resume reviews. Any identifying descriptors and potential biases such as names, addresses, colleges or universities, etc. were removed from the resume so that the candidates are assessed on their qualifications without any potential biases. CT implemented mandatory Unconscious Bias Training for all government staff members as well as Outward Mindset Training via the Arbinger Institute. CT has representation in DTRA's Recruitment and Outreach Working Group, where the team collaborates on various recruitment and outreach programs in which discussions are conducted about recruitment at various institutions such as HBCUs/Minority Serving Institutions (MSI).
- The RD Directorate promoted an inclusive workplace by conducting the following initiatives:
- **Chemical and Biological Technologies Department (RD-CB):** RD-CB conducted initiatives with HBCU/MSIs as follows:
  - University Engagement at Morgan State University to discuss science and technology opportunities and doing business with DTRA with principal investigators and researchers, and student engagement to describe employment opportunities and utilizing the USAJOBS website.
  - DTRA funded and planned to facilitate placement of four student interns and four faculty researchers from HBCUs/MSIs. This activity was cancelled due to workplace and travel restrictions imposed in response to the COVID-19 pandemic.
- **Urgent Solutions Division (RD-CXU):** Lt Col Lisa M. Mabbutt and Mr. Gordon Banks were selected to lead the Agency's ERGs for DTRA's D&I Council. Lt Col Mabbutt will chair the Women's ERG, while Mr. Banks will chair the IwDs ERG.
- **Enabling Capabilities Department – Nevada Test Division (RD-ECN):** In March 2020, RD-ECN requested and scheduled a site visit from the ABQ Equal Employment Specialist, Mr. James Jones, to receive both supervisor and employee EEO training for the geographically separated unit. RD-ECN employees attended a virtual presentation on Employee Engagement and Conflict Management Training, and the RD-ECN Chief participated in a virtual Civil Treatment Training for Supervisors. Despite COVID-19 limitations, the RD- ECN Chief was committed to ensuring EEO programs and training were made available to employees to support a positive work environment.
- The OB Directorate promoted an inclusive workplace by conducting the following initiatives:
- **Open Skies Department (OB-OS):**
  - OB-OS Department member, Maj Sarah Narraway, was nominated and selected for service as the Executive Administrator for DTRA's D&I Council. She is now serving in a key EO position with Agency-wide impact.
  - TSgt Will Curtis participated in a virtual "Raising Minority Children in a Majority World" seminar. Participants obtained skills and information to promulgate positivity to children

during period of unrest and paved the way for future race-related discussions amongst peers and mentors.

- Chief Petty Officer (CPO) Diana Angstadt, United States Navy, served as the DTRA Navy Element SAPR Coordinator. Additionally, CPO Angstadt recertified/credentialed (national credentialing through the DoD-Sexual Assault Advocate Certification Program) as the DTRA Navy Element SAPR Victim Advocate by taking 40 hours of required training. CPO Angstadt stands 24-hour SAPR Victim Advocate watches, ready to respond immediately to reports from Sailors stationed in the National Capital Region.
- Four Department members were nominated for the Tuskegee Airmen Incorporated National Military Awards; three Department members were selected as the Agency-level winners.
- Ensured 100% compliance with Service-specific annual EO Training.
- Created a balance of views across gender, race, work experience, and nationality on many fronts, including internal department teams and events. Encouraged participation by Department members in DTRA-wide EO events, workshops, and presentations.
- **Building Partner Capacity Department (OB-BP):** The INDOPACOM Operations Division (OB-BPI) Action Officer volunteered and served as Agency Co-Chair for the Employee Engagement Tiger Team to organize multiple Agency-wide engagement events to address employee engagement and morale during this maximum telework period, increase communication, and promote inclusivity across divisions, directorates, and the whole of DTRA.
- **Conventional Inspections Department (OB-BE):** Due to COVID-19, planned Unconscious and Implicit Bias Training was rescheduled in FY20. The training and team building event, as part of the next All Hands Department meeting prior to the Thanksgiving Holiday, took place in November 2020.
- **Strategic Integration (SI):** SI created a balance of views across gender, race, work experience, and nationality on many fronts, including symposia, forums, workshops, and postings to external events, and publications. Provided guidance to the Strategic Trends Research Initiative (STRI) to include appropriate male/female representation on both the Technical Evaluation Panel and the Selection Panel for STRI proposals.

## **Essential Element D:**

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

The Agency proactively reviews, revises, and publishes (internal/external websites) EEO policies relating to harassment prevention, EEO complaints process, RA, and PAS.

**AHP:** DTRA revised its AH Policy to: (1) inform employees on types of prohibited behaviors and the appropriate steps to take if harassing conduct occurred; (2) provide for multiple avenues of redress, in addition to the EEO complaint process; (3) provide for prompt supervisor inquiry and appropriate corrective and disciplinary action; and (4) prohibit acts of retaliation against employees and witnesses.

**Trends Report and Data Monitoring Tool:** In FY20, the EI Office gained access to its workforce data and other types of requested data, e.g., exit interview data, climate assessment surveys, grievance and disciplinary action data. The EI Office will develop a process to explore ways to

identify triggers and barriers in various data sources, including EEO complaints data, exit interview data, climate surveys, and AHP and SEPs. The EI Office will engage ERGs, conduct a barrier analysis workshop, and provide other resources to ensure all sources of data are examined.

**Exit Interviews Survey:** The exit survey was revised to include questions to improve the recruitment, hiring, inclusion, and advancement of IwDs. An automated process was developed and available to the workforce during the 4<sup>th</sup> quarter of FY20.

**Affirmative Action Plan:** EI and HR promoted the recruitment, hiring, and advancement of qualified IwDs and individuals with targeted disabilities (IwTDs) to apply for vacancies using the various hiring authorities such as Schedule A and WRP. They also ensured all disability-related questions and concerns were addressed promptly and correctly by the Disability Program Coordinator. In FY20, the EI Office ensured the Affirmative Action Plan was posted and available on its internal and external website. EI is currently collaborating with HR to develop a comprehensive plan for specialized training; mentoring and career development opportunities are in place for IwDs and IwTDs.

**Issuance, Policies and Procedures Review:** In FY20, the EI Office reviewed DoD issuances and DTRA issuances about management and personnel policies, procedures and practices (merit promotion program, employee recognition awards program, and the employee development/training program) through the DTRA Enterprise Information System (EIS). EI reviewed and provided feedback for the following policies and procedures for systemic barriers:

**Instructions/Directives:**

- DTRA Directive 1100.01 – Human Resources Policy Board (HRPB)
- DTRA Instruction 1000.04 – Federal Voting Assistance Program (FVAP)
- DTRA Instruction 1025.3 – Fellowship Program
- DTRA Instruction 1100.2 – Telework Program, Change 1
- DTRA Instruction 1200.1 – Military Reserve Program
- DTRA Instruction 1348.4 – Military Decorations Program
- DTRA Instruction 1400.25-V2009 – Defense Civilian Intelligence Personnel System: Disciplinary and Adverse Actions Procedures
- DTRA Instruction 1402.1 – Five-Year Limitation on Foreign Employment
- DTRA Instruction 1402.2 – Recruitment, Relocation, and Retention Incentives
- DTRA Instruction 1418.1 – Living Quarters Allowance (LQA)
- DTRA Instruction 1424.1 – Emergency Dismissal or Closure Procedures
- DTRA Instruction 1430.2 – Student Loan Repayment Program
- DTRA Instruction 3001.01 – Detail of Civilian Personnel

**EEO Training for Supervisors and Employees:** In FY20, the Agency continued to provide EEO Training for all supervisors, managers, and employees. All training included the Complaints Process, AH Process, ADR, and EEO laws and guidance. The EI Office continued to provide 2-hour training sessions for all employees and 3 hours of EEO Training for Supervisors. In FY20, the EI Office proactively sought to enhance training efforts. The breakdown is captured on the following page.

<b>Mandatory EEO Training</b>	<b>FY2018 Participation</b>	<b>FY2019 Participation</b>	<b>FY 20 Participation</b>
EEO Newcomers for Employees	407	347	314
Civil Treatment/Supervisors Training	86	102	142
<b>Military EO Training</b>			
Sexual Assault Prevention and Response (SAPR)	105	372	
<b>Mandatory Online EEO Training</b>			
No FEAR			
Prevention of Sexual Harassment			
<b>ABQ Classroom Training</b>			
EEO for Newcomers	35	39	11
SAPR	0	39	
Implicit Bias	0	12	
Civil Treatment for Leaders	17	59	6
Civil Treatment for Employees	0	17	
<b>Briefing and Workshops</b>			
Onboarding (Brief)	147	165	141
Diversity Training	0	25	231
Race Relation (not mandatory)			1141
ADR Webinar			96
Disability Training			69
Veterans Day Observance			80
Culture Conversation			31
<b>Total</b>	<b>797</b>	<b>1177</b>	<b>2262</b>

In FY20, the EI Office increased the number of courses offered and attendance also increased. These virtual trainings were available to all remote locations (Germany, ABQ, Eglin, and Travis). EEO and Diversity Training was also provided to Directorates and Divisions upon request.

**IG Office:** In FY20, the IG Office assisted employees with allegations of possible climate, diversity, or discrimination concerns and held discussions with the EI Office to address related cases. The IG Office received 86 contacts, of which 10 involved EO-related concerns, a decrease from FY19 (111 and 19, respectively). Three of 10 cases were referred and corrected resolution provided by management. Seven of 10 employee cases were resolved. Three separate contacts involved an allegation of reprisal (two military and one civilian). In addition, the IG Office sustained its monthly “Blotter” updates with the DIR and respective Directorate leaders where IG-related activities were addressed, including matters involving climate, diversity, or discrimination. Conducted monthly meetings with the EI, GC, the Security and Counterintelligence Division (OI-MSC), 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. Additional, the IG Office attended multiple EI Office functions and discussed topics within offices, potential impacts, and proper responses.

## **Essential Element E:**

## EFFICIENCY

In FY20, the EI Office continued to enhance its systems to accurately collect, monitor, and analyze data related to the EEO program. To comply with Part 1614 of Title 29, Code of Federal Regulations (CFR) and MD-715 requirements, the EI Office remains neutral and impartial. This helps to prevent institutional conflicts of interest that otherwise could arise and to instill confidence in the integrity of the EEOC's EEO complaint program.

**Efficient, Fair, and Impartial Complaint Resolution Process:** DTRA has an EEO complaint program that is timely in conducting EEO counseling, to include providing written notification of rights and responsibilities, investigations, acceptance/dismissal decisions, final agency decisions, and final actions. The EI Office routinely utilizes the Federal Sector EEO Portal (FedSEP) to submit complaint files and other documents in the proper format to EEOC.

**ADR Training:** The ADR program is available during the pre-complaint and formal complaint processes and is evaluated annually for its effectiveness. The EI Office ensures the Agency representative is not the attorney providing legal sufficiency reviews or involved in counseling, investigations, or final agency decision stages of the EEO process. In FY 20, the EI Office conducted an ADR Training as part of our ongoing effort to educate the workforce on available options to resolve workplace disputes. The training objective was to educate the DTRA workforce (managers, supervisors, and employees) on mediation, facilitation and expeditious means to resolve EEO and workplace disputes while remaining focused on the mission.

**Data Collection Systems:** The EI Office used the iComplaints data management tool to track EEO complaints to an Excel spreadsheet. Additionally, the office created a quarterly tracking and trending report to ensure demographic, applicant flow data, complaints, exit interview, climate assessment, anti-harassment, and SEP data is monitored.

**EEO Complaints:** The EI Office tracked its EEO complaint trends in the past year, to include entering complaints in the iComplaints data management tool. For the first time, EI was able to produce the FY20 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (462 Report) through iComplaints based on the measures undertaken. Efforts to load prior year complaints into iComplaints will ensure a more comprehensive trends analysis. Additionally, EI will be onboarding a new team member who will have a primary duty of analyzing data, conducting trend analysis, and detailing the information in periodic reports.

**Pre-Complaints & Formal:** In FY20, EI received seven pre-complaints. This accounts for a reduction in total pre-complaints filed for a second consecutive year, after seeing a spike in FY18. Additionally, EI was fully compliant with meeting the timelines for processing pre-complaints (30 days, or up to 90 days with an extension) in accordance with Section 1614.105 (d) and (e) of Title 29, CFR. Of the seven pre-complaints filed, only one had to be processed beyond 30 days, which remained timely as an extension was granted by the aggrieved and resulted in a resolution. EI was not only able to timely process all pre-complaints but was also able to reduce the percentage of extensions required by half each of the past two FYs.

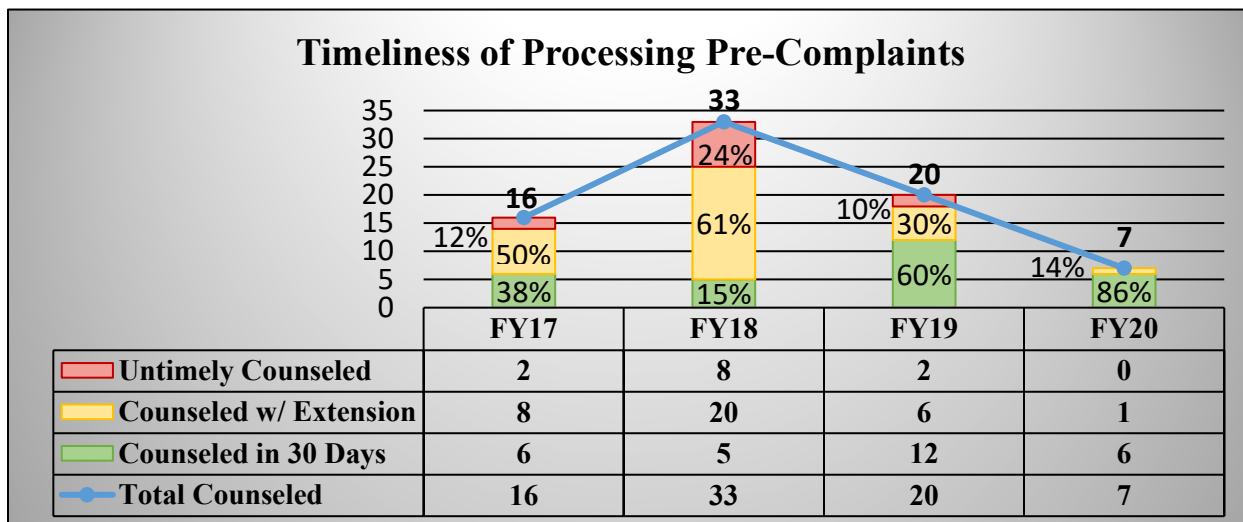


Figure 1: Pre-Complaints FY17 – FY20

Six of the seven aggrieved employees filed formal EEO complaints in FY20. Three of those formal complaints were procedurally dismissed and each complainant appealed to the Office of Federal Operations (OFO). OFO ultimately upheld all three dismissals. The remaining three formal complaints were investigated using contract investigators, which led to EI being fully compliant with completing investigations within 180 days for the second consecutive year.

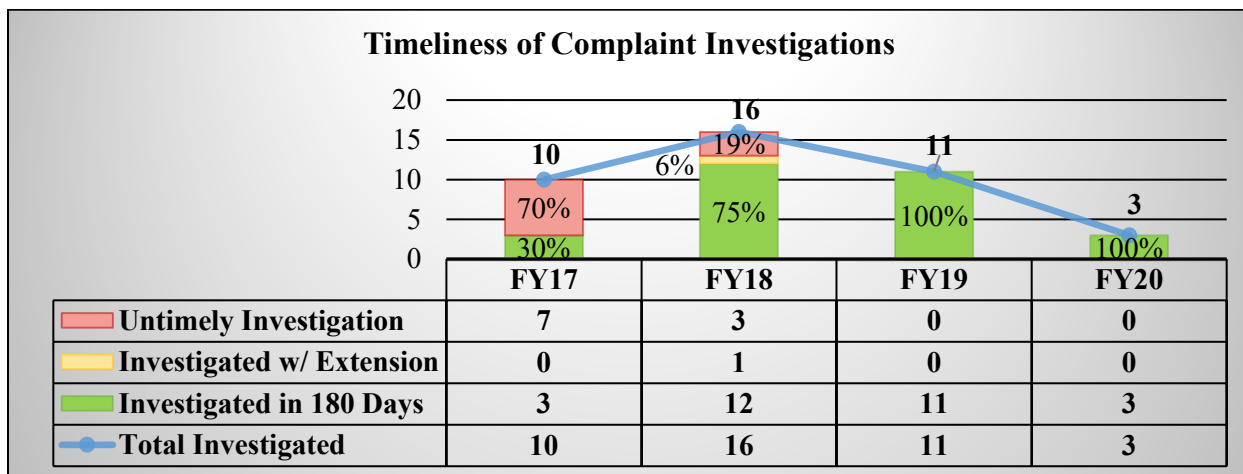


Figure 2: Formal Complaint Investigations FY17 – FY20

At the end of FY20, 33 formal complaints were pending, ranging from one complaint filed in FY13, to five complaints filed in FY20. Two of the five FY20 complaints were appealed to OFO, which eventually upheld the dismissals. Six of the 33 pending complaints saw dismissals from Administrative Judges but were waiting for the final agency order to be issued, of which all six were eventually issued in the first quarter of FY21.



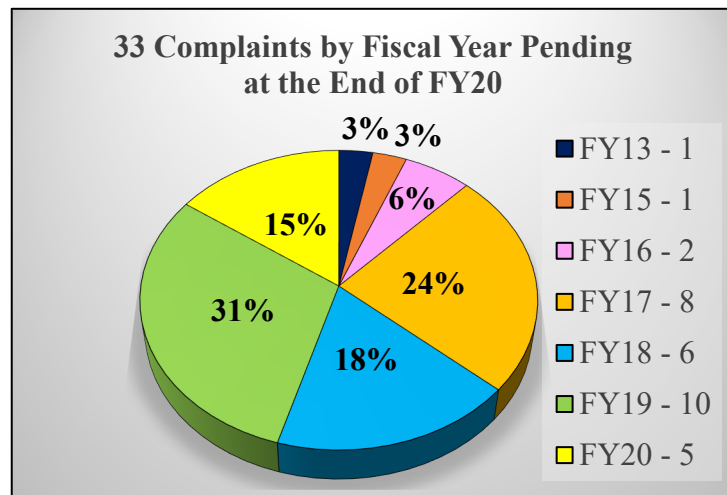


Figure 3: Formal Complaints Pending

Formal Complaints								
FY	Total Filed	Pending	Closed by Dismissal	Closed (Settlement/ FAD/FAO/ OFO)	Investigated in 180 Days*	Investigated w/ Extension	Untimely Investigation	Findings**
17	10	7	0	3	2	0	8	0
18	20	5	3	12	12	1	3	1
19	11	6	0	5	11	0	0	0
20	6	3	3	0	3	0	0	0

\*180 days of formal filed or last amendment filed without exceeding 360 days from formal filing.

\*\*Count could change in future reports based on outcome of complaints still pending.

DTRA's most frequently claimed bases were sex and disability in FY20. Reprisal decreased by half as a basis, reducing from six to three from FY19 to FY20. The Disability basis saw the largest increase between FY19 and FY20, increasing from two to four. It was only claimed four times from FY17 to FY19. Race was also claimed in three complaints in FY20 and this was less than the five complaints that claimed race in FY19.

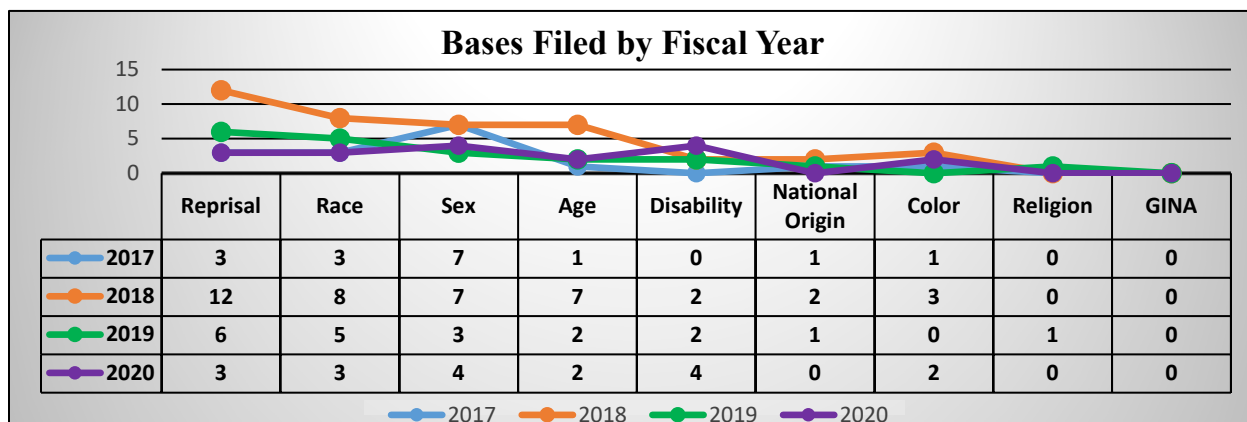


Figure 4: Bases of Discrimination FY2017 – FY2020

**ADR:** ADR was offered to all aggrieved employees during the EEO Pre-complaint process by the EEO Counselor. The EEO Counselor informed all aggrieved employees of the benefits of ADR and emphasized how the ADR process was voluntary and allowed disputes/issues to be handled swiftly to get matters resolved. Zero aggrieved employees elected to use ADR in FY20, for a second consecutive year. However, five employees who utilized the AHP elected to use ADR. The ADR Program is being enhanced to update the DTRA Instruction, better educate the workforce and market its use for resolving conflict.

**Complaint Funding:** During FY20, EI contracted services for three EEO investigations, five Anti-Harassment mediations and five court reports. The table below reflects the FY expenditures.

COMPAINT PROCESSING EXPENDITURES		
INVESTIGATIONS	MEDIATIONS	COURT REPORTS
\$6,507.00	\$6,596.00	\$7,347.40
	<b>TOTAL EXPENSE</b>	\$20,450.4

## Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE

The EI Office fully complied with all laws, EEOC regulations, Orders, Decisions and Settlement Agreements. The EI Director and Complaints Team regularly interacted with the GC on EEO Complaint matters, particularly legal sufficiency reviews. The Agency submitted all mandatory EEO annual reports in a timely manner.

Date Submitted	Report Title
March 13, 2020	FY19 Alternative Dispute Resolution Report
November 2, 2020	FY20 Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (462 Report)
November 4, 2020	FY20 Civil Rights Reports Age Discrimination Act Report and Executive Order 13160 Report
January 2020	FY20 No FEAR Act Report

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

The EI Office ensured compliance with EEOC Administrative Judges and/or the OFO Decisions. The Agency's Settlement Agreement process ensured timely compliance with all terms and conditions, to include an appropriate clause regarding breaches. In FY20, DTRA settled with two Complainants, who filed complaints in FY18, as follows: Complainant 1 - \$13,291.45 in attorney's fees and \$75,000 lump sum; Complainant 2 - \$95,000 lump sum. There were no findings of discrimination issued in FY20.

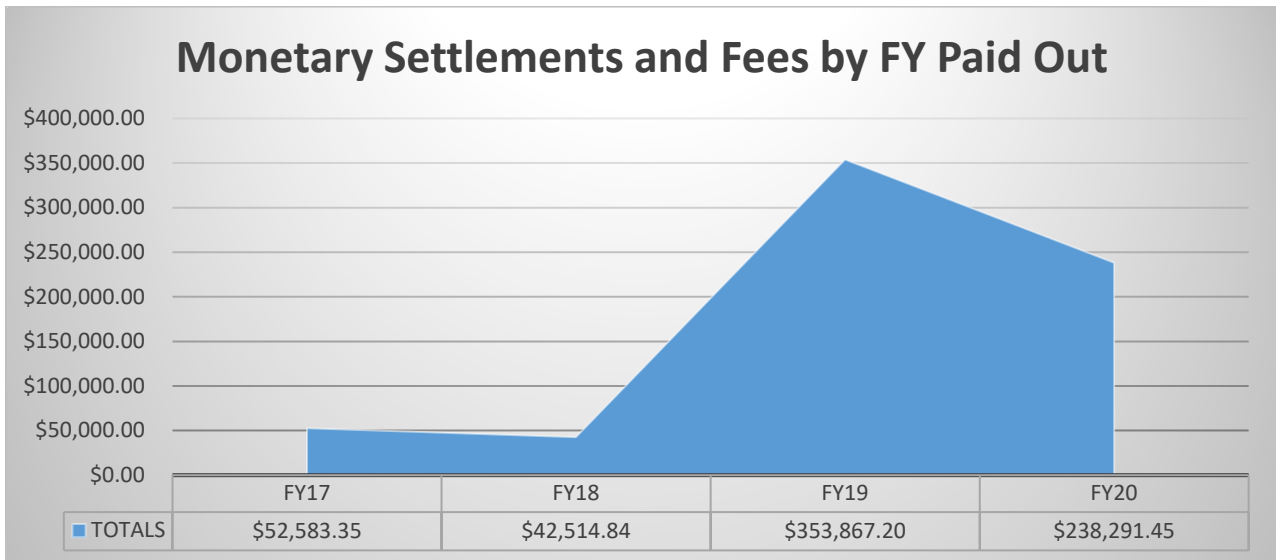
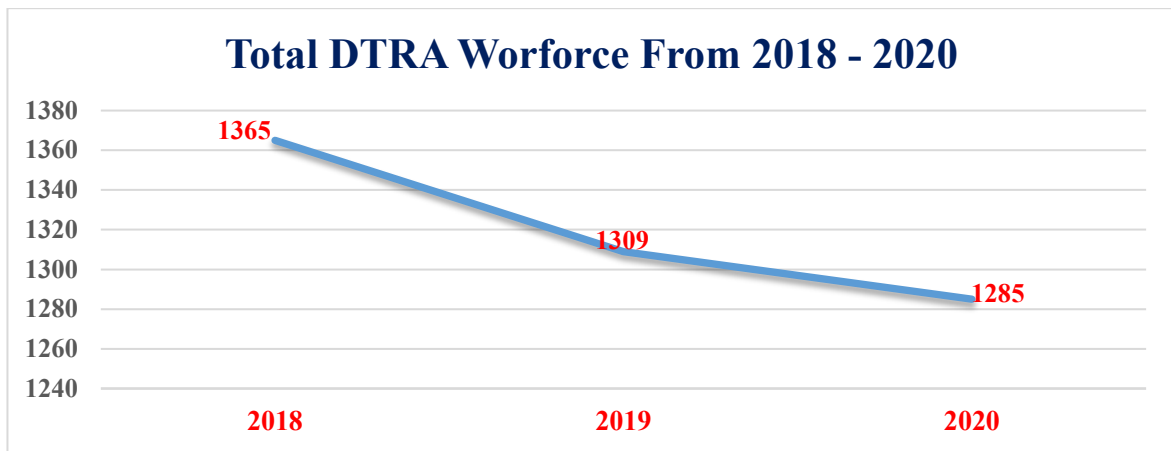


Figure 5: Monetary Settlements FY17 – FY20

**Compliance with Settlement Agreements:** The EI Office ensured full and prompt compliance with the terms of settlement agreements that were reached in FY20. Once settlement agreements were finalized, the EI Director issued execution and compliance letters to all responsible officials and tracked compliance. In FY20, DTRA settled with three Complainants, two of whom filed complaints in FY18, and one in FY17. FY18 Complainant 1 - \$13,291.45 in attorney's fees and \$75,000 lump sum; FY18 Complainant 2 - \$15,000 in attorney's fees and \$80,000 lump sum; FY17 Complainant - \$55,000 lump sum. There were no findings of discrimination issued in FY20.

**WORKFORCE DATA HIGHLIGHTS:** DTRA's 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 FY20, the total workforce (permanent and temporary) was comprised of 1,285 civilians spanning 14 locations worldwide. The total population decreased from 1,309 to 1,285 representing a negative net change of -24 (-1.83%). The overall workforce consists of 834 (64.90%) Males and 451 (35.10%) Females. The 2010 CLF percentage of Males is 51.84% and Females is 48.14%.



DTRA FY20 Workforce Analysis

Race/Ethnicity	Males Total	%	CLF % Males	Females Total	%	CLF% Females	Total
Hispanic	56	4.36	5.17	29	2.26	4.79	85
White	608	47.32	38.33	255	19.77	34.03	863
Black	118	9.18	5.49	128	9.96	6.53	246
Asian	41	3.19	1.97	30	2.33	1.93	71
Native Hawaiian/Other Pacific Islander	2	0.16	0.07	3	0.23	0.07	5
American Indian/Native American	5	0.39	0.55	2	0.16	0.53	7
Two or More Races	4	0.31	0.26	4	0.31	0.28	8
<b>Total</b>	<b>834</b>	<b>64.90</b>	<b>51.84</b>	<b>451</b>	<b>35.10</b>	<b>48.16</b>	<b>1285</b>

\*Red indicates percentages that are below the CLF.

Hispanic Male, American Indian/Native American and Female Hispanic, White, and American Indian/Native American categories reflect a low participation rate when compared to the CLF, based on voluntary employee self-identification.

## SUMMARY OF AGENCY ACCOMPLISHMENTS ARE AS FOLLOWS:

**PART H Summary:** Based on the Part G - Self-Assessment review, the Agency corrected the deficiencies as recorded below.

Closed/Resolved Deficiencies		
Element C: Management and Program Accountability		
<b>C.2.e.6</b>	Does the agency's training material on its anti-harassment policy include examples of Disability-based harassment?	DTRA created Anti-Harassment and Disability Training modules to include slides and a video on disability-based harassment. In addition, these slides were included in the EEO for Supervisors and Employees Training.
Element D: Proactive Prevention		
<b>D.1.c</b>	Administer exit interviews to include questions on how the agency could improve the recruitment, hiring, inclusion, and advancement of individuals with disabilities	The revised survey includes questions to improve the recruitment, hiring, inclusion, and advancement of IwDs. The survey was made accessible to the workforce in September 2020.
Element E: Efficiency		
<b>E.4.a.3</b>	Does the agency have systems in place to accurately collect, monitor, and analyze recruitment activities?	EI and HR collaborated bi-weekly on recruitment and outreach efforts. EI was invited to participate in virtual job fairs, and disability and diversity events.
<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]	EI developed a Supervisory Toolkit and an Employee Question and Answer Fact Sheet to inform the workforce of the Anti-Harassment process.

Current Deficiencies		
#	Element #	Deficiencies
<b>1</b>	<b>A.3.a</b>	<b>The Agency assesses and ensures EEO principles are part of its culture:</b> Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity?
<b>2</b>	<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?
<b>3</b>	<b>B.3.b</b>	Does the agency's current strategic plan reference EEO/diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.
<b>4</b>	<b>C.2.a</b>	<b>The agency has established procedures to prevent all forms of EEO discrimination.</b> 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>5</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>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>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>C.3.b.7</b>	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]
	<b>C.3.b.8</b>	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]

	<b>C.3.b.9</b>	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]
<b>6</b>	<b>D.2.b</b>	The agency does not 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>7</b>	<b>D.1.b</b>	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]
	<b>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.b</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]
<b>8</b>	<b>D.3.a</b>	<b>The agency establishes appropriate action plans to remove identified barriers.</b> Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR § 1614.102(a)(3)]
	<b>D.3.b</b>	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]
	<b>D.3.c</b>	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]
<b>9</b>	<b>E.4.a.4</b>	Does the agency have systems in place to accurately collect, monitor, and analyze external and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status?
<b>10</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?
	<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?

**PART I SUMMARY:** The Agency has the following workforce deficiencies according to the Civilian Labor Force data; **Women, Hispanics, American Indian, and IwDs** have low participation rates.

In FY20, the EI Office achieved the following:

- Created toolkits for the Anti-Harassment, WRP, Employee Engagement, and Barrier Analysis.
- Conducted five Race Relations sessions for the workforce.
- Developed a Supervisory EEO Performance Element to ensure supervisors and managers will be evaluated on compliance.
- Participated in strategic conversations with HR and hiring managers.

In FY20, the Agency established its D&I Council, which is comprised of two co-chairs, one one general/flag officer and one SES, and voting members of various Directorates. The Council has established monthly meetings for the third Thursday of the month. Also, the EI Office developed an ERG charter and established six Agency-wide ERGs. Each ERG appointed a lead and co-lead to provide leadership and oversight support for all functions of the ERGs. The ERGs will initiate activities such as: Data and Barrier Analysis; Employee/Workforce Engagement; Recruitment and Outreach; and Training and Cultural Awareness to resolve systemic workplace issues.

**PART J SUMMARY:** The overall IwDs percentage was 13.85% (178), which is above the 12% benchmark.

In FY20, of 90 individuals retired, 10 were IwDs (11.11%); of 156 separated, 21 were IwDs (13.46%).

In FY20, the overall IwTDs percentage was 1.87% (24), which is below the 2% benchmark, but an increase from FY19 when the IwTDs percentage was 1.55% (22).

During FY20, the Agency and the EI Office was able to accomplish the following:

- A Disability roster was created for e-mail communication to our disability community, detailing internal and external opportunities such as career development, mentoring, and specialized training and events training for managers and employees.
- The Agency hosted a Veterans Day Celebration to honor Veterans within the Agency for their service. The theme was “Honoring Those Who Served.”
- The Agency hosted a virtual Disability Awareness and Inclusive Training for the workforce. Guest presenters from the DBVI and DARS educated the workforce on how to interact with IwDs.
- Created two toolkits (Veterans Employment and WRP) for Supervisors and Managers to assist in understanding the special hiring authorities.
- WRP hired three college students for temporary summer employment who were placed in various Directorates utilizing their skills to support the mission. Two WRP interns were permanently hired into government positions.

## **CONCLUSION:**

The Agency made the following significant contributions to achieving a Model EEO Program:

- Established a D&I Council to build an inclusive workforce. The Council is comprised of two co-chairs, one general officer/flag officer and one SES, and voting and advisory members.
- Participated in strategic conversations with the HR Directorate and Hiring Managers to educate and provide awareness on achieving Diversity in recruitment, hiring and the interviewing process.
- Provided an EEO and Diversity SES performance element for FY21 plans, to ensure senior leaders are accountable for fostering an inclusive work environment.
- Hosted a series of five Race Relations sessions to create a safe and supportive environment for DTRA employees to candidly voice their concerns and share their experiences regarding race relations in our workplace and communities.
- Enhanced collaboration between the EI office and the HR Directorate on recruitment and outreach strategies. As a result, we were able to close the outreach and recruiting deficiency.

- Established six ERGs (African American, AAPI, Hispanic, IwDs, LGBTQIA, and Women) to support the D&I Council in creating a culture that encourages collaboration and flexibility, support and bring employees together and provides recommendations and solutions to barriers in the workplace. These ERGs recruited over 70 volunteers (5.39%) of the DTRA workforce.

In FY21, EI will continue to develop and finalize the D&I Strategic Plan and develop a variety of communication strategies to integrate the D&I brand throughout the workforce. We will develop a roadmap to foster and sustain employee engagement utilizing the FEVS. In addition, we will continue to enhance collaborative efforts with the D&I Council and the ERGs to leverage Barrier Analysis and Special Emphasis and Observances.

DTRA Leadership is committed to working together to ensure the workforce is empowered and equipped to reach our full potential. The values and goals attained through our continuous efforts will create a diverse and innovative workforce which is paramount to accomplishing the DTRA mission and our future success.

## ACRONYMS

ABQ	Albuquerque
ADR	Alternative Dispute Resolution
AHP	Anti-Harassment Program
AL	Acquisition, Contracts, and Logistics Directorate
AL-EL	Engineering and Logistics Department
AL-SB	Office of Small Business Programs
CAP	Computer Accommodation Program
CLF	Civilian Labor Force
COVID-19	Coronavirus disease 2019
CT	Cooperative Threat Reduction Directorate
D&I	Diversity and Inclusion
DARS	Department for Aging and Rehabilitation Services
DBVI	Department of the Blind and Vision Impairment
DID	Diversity Internship for DTRA
DIR	DTRA Director
DoD	Department of Defense
DTRA	Defense Threat Reduction Agency
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EI	Equity, Diversity, and Inclusion Office
EIS	Enterprise Information System
EO	Equal Opportunity
ERG	Employee Resource Group
ES	Environmental, Safety, and Occupational Health Office
FedSEP	Federal Sector EEO Portal
FEVS	Federal Employee Viewpoint Survey



FY	Fiscal Year
GC	General Counsel
HBCU	Historically Black College and University
HR	Human Resources Directorate
IG	Inspector General
IT	Information Management and Technology Directorate
IwDs	Individuals with Disabilities
IwTD	Individuals with Targeted Disabilities
LDC	Leadership Development Council
LGBTQIA	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, and Asexual/Ally
MD	Management Directive
MSI	Minority-Serving Institution
NDEAM	National Disability Employment Awareness Month
NE	Nuclear Enterprise Directorate
No FEAR	Notification and Federal Employee Antidiscrimination Retaliation Act of 2002
OB	On-Site Inspection and Building Capacity Directorate
OB-BE	Conventional Inspections Department
OB-BP	Building Partner Capacity Department
OB-BPI	INDOPACOM Operations Division
OB-OS	Open Skies Department
OFO	Office of Federal Operations
OI	Operations and Integration Directorate
OI-MSD	Security and Counterintelligence Division
PAS	Personal Assistance Services
PNNL	Pacific Northwest National Laboratory
RA	Reasonable Accommodation
RD	Research and Development Directorate
RD-CB	Chemical and Biological Technologies Department
RD-CXU	Urgent Solutions Division
RD-ECN	Nevada Test Division
SAPR	Sexual Assault Prevention and Response
SEP	Special Emphasis Program
SES	Senior Executive Service
SI	Strategic Integration Directorate
SLI	Sign Language Interpreter
STRI	Strategic Trends Research Initiative
UCP	Unified Command Plan

WMD  
WRP

Weapons of Mass Destruction  
Workforce Recruitment Program

## PART F

### **Continuation 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, Equity, Diversity, and Inclusion 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>	
	7/28/2021
Director, Equity, Diversity, Inclusion Office	Date
Acting Director, Defense Threat Reduction Agency	Date

## 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.

 Compliance Indicator  Measures	A.1 – The agency issues an effective, up-to-date EEO policy statement.	Measure Met?	
A.1.a	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)]	YES	
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]	YES	
 Compliance Indicator  Measures	A.2 – The agency has communicated EEO policies and procedures to all employees.	Measure Met?	
A.2.a	<b>Does the agency disseminate the following policies and procedures to all employees:</b>		
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	YES	
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	YES	
A.2.b	<b>Does the agency prominently post the following information throughout the workplace and on its public website:</b>		
A.2.b.1	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)]	YES	
A.2.b.2	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)]	YES	
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	YES	<a href="https://www.dtra.mil/Work-With-Us/DTRA-Careers/Pay-and-Benefits/">https://www.dtra.mil/Work-With-Us/DTRA-Careers/Pay-and-Benefits/</a> .
A.2.c	<b>Does the agency inform its employees about the following topics:</b>		
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If “yes”, please provide how often.	YES	During the informal and formal process. Also during training.
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	YES	During the informal and formal process. Also

			during training.
<b>A.2.c.3</b>	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	<b>YES</b>	
<b>A.2.c.4</b>	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often.	<b>YES</b>	Discussed during mandatory EEO for Employees (monthly) and Supervisor’s (quarterly) 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>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>A.3 – The agency assesses and ensures EEO principles are part of its culture.</b>	<b>Measure Met?</b>	
<b>A.3.a</b>	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If “yes”, provide one or two examples in the comments section.	<b>NO</b>	<b>Part H 1</b>
<b>A.3.b</b>	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	<b>YES</b>	
<b>Essential Element B: INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION</b>			
<b>This element requires that the agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the agency’s strategic mission.</b>			
 <b>Compliance Indicator</b>  <b>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>B.1.a</b>	Is the agency head the immediate supervisor of the person (“EEO Director”) who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	<b>YES</b>	
<b>B.1.a.1</b>	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If “yes,” please provide the title of the agency head designee in the comments.	<b>YES</b>	
<b>B.1.a.2</b>	Does the agency’s organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	<b>YES</b>	
<b>B.1.b</b>	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency’s EEO program? [see 29 CFR §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>YES</b>	
<b>B.1.d</b>	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.2 – The EEO Director controls all aspects of the EEO program.</b>	<b>Measure Met?</b>	
<b>B.2.a</b>	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	<b>YES</b>	
<b>B.2.b</b>	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	<b>YES</b>	
<b>B.2.c</b>	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	<b>YES</b>	
<b>B.2.d</b>	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	<b>YES</b>	
<b>B.2.e</b>	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	<b>YES</b>	
<b>B.2.f</b>	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	<b>YES</b>	
<b>B.2.g</b>	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.</b>	<b>Measure Met?</b>	
<b>B.3.a</b>	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	<b>NO</b>	<b>Part H 2</b>









<b>B.3.b</b>	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	<b>NO</b>	<b>Part H 3</b>
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.</b>	<b>Measure Met?</b>	
<b>B.4.a</b>	<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>	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	<b>YES</b>	
<b>B.4.a.8</b>	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	<b>YES</b>	
<b>B.4.a.9</b>	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	<b>YES</b>	
<b>B.4.a.10</b>	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	<b>YES</b>	
<b>B.4.a.11</b>	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	<b>YES</b>	



<b>B.4.b</b>	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	<b>YES</b>	
<b>B.4.c</b>	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	<b>YES</b>	
<b>B.4.d</b>	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	<b>YES</b>	
<b>B.4.e</b>	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.</b>	<b>Measure Met?</b>	
<b>B.5.a</b>	<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>B.5.a.1</b>	EEO Complaint Process? [see MD-715(II)(B)]	<b>YES</b>	
<b>B.5.a.2</b>	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	<b>YES</b>	
<b>B.5.a.3</b>	Anti-Harassment Policy? [see MD-715(II)(B)]	<b>YES</b>	
<b>B.5.a.4</b>	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	<b>YES</b>	
<b>B.5.a.5</b>	ADR, with emphasis on the federal government’s interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>B.6 – The agency involves managers in the implementation of its EEO program.</b>	<b>Measure Met?</b>	
<b>B.6.a</b>	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	<b>YES</b>	
<b>B.6.b</b>	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	<b>YES</b>	
<b>B.6.c</b>	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	<b>YES</b>	
<b>B.6.d</b>	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	<b>YES</b>	





## Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY

This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.





 Compliance Indicator  Measures	C.1 – The agency conducts regular internal audits of its component and field offices.	Measure Met?	
C.1.a	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.	YES	ABQ – EEO Personnel Onsite
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	YES	DTRA ABQ climate survey completed in 4/2020
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	YES	
 Compliance Indicator  Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met?	
C.2.a	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)]	NO	Part H 4
C.2.a.1	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]	NO	
C.2.a.2	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)]	YES	There is a firewall within the Anti-Harassment program and the EI Director. Management officials make all the final decisions and corrective actions.
C.2.a.3	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)]	YES	The Anti-Harassment Program is separate from the Complaint Process
C.2.a.4	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.]	YES	The complaint manager and specialist are informed of alleging harassment







<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>YES</b>	Closed in FY19
<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>YES</b>	Closed in FY20 Anti-Harassment and Disability Training modules were created to include slides and a video on disability-based harassment.
<b>C.2.b</b>	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>	RA Procedures were revised and submitted to EEOC on February 26, 21
<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>	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>	
<b>C.2.b.3</b>	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>	
<b>C.2.b.4</b>	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>	
<b>C.2.b.5</b>	Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests in the comments column.	<b>YES</b>	
<b>C.2.c</b>	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC’s regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	<b>YES</b>	
<b>C.2.c.1</b>	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comments column.	<b>YES</b>	<a href="https://www.dtra.mil/Work-With-Us/DTRA-Careers/Pay-and-Benefits/">https://www.dtra.mil/Work-With-Us/DTRA-Careers/Pay-and-Benefits/</a> .
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.</b>	<b>Measure Met?</b>	

<b>C.3.a</b>	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	<b>YES</b>	
<b>C.3.b</b>	<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>NO</b>	<b>Part H 5</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>NO</b>	<b>Part H 5</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>NO</b>	<b>Part H 5</b>
<b>C.3.b.7</b>	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	<b>NO</b>	<b>Part H 5</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>NO</b>	<b>Part H 5</b>
<b>C.3.b.9</b>	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	<b>NO</b>	<b>Part H 5</b>
<b>C.3.c</b>	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	<b>YES</b>	
<b>C.3.d</b>	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>C.4.a</b>	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>	
<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>	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>	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>	<b>Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:</b>		
<b>C.4.e.1</b>	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	<b>YES</b>	
<b>C.4.e.2</b>	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	<b>YES</b>	Closed in FY 2019
<b>C.4.e.3</b>	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	<b>YES</b>	
<b>C.4.e.4</b>	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	<b>YES</b>	
<b>C.4.e.5</b>	Assist in preparing the MD-715 report? [see MD-715, II(C)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.</b>	<b>Measure Met?</b>	
<b>C.5.a</b>	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)]	<b>YES</b>	
<b>C.5.b</b>	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	<b>YES</b>	In FY20, four employees were disciplined
<b>C.5.c</b>	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>C.6 – The EEO office advises managers/supervisors on EEO matters.</b>	<b>Measure Met?</b>  <b>YES</b>	
<b>C.6.a</b>	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column.	<b>YES</b>	During the weekly Agency Director Staff Meeting
<b>C.6.b</b>	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	<b>YES</b>	













<b>Essential Element D: PROACTIVE PREVENTION</b> <b>This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.</b>			
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.</b>	<b>Measure Met?</b>	
<b>D.1.a</b>	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	<b>YES</b>	
<b>D.1.b</b>	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	<b>NO</b>	<b>Part H 8</b>
<b>D.1.c</b>	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	<b>YES</b>	<b>PART H 7</b> Closed in FY20
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)</b>	<b>Measure Met?</b>	
<b>D.2.a</b>	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	<b>NO</b>	<b>Part H 8</b> Trigger tables
<b>D.2.b</b>	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	<b>NO</b>	<b>Part H 6</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>	EI reviews all reorganizations.
<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.	<b>NO</b>	<b>PART H 8</b>



 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.3 – The agency establishes appropriate action plans to remove identified barriers.</b>	<b>Measure Met?</b>	
<b>D.3.a.</b>	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	<b>NO</b>	<b>PART H 9</b>
<b>D.3.b</b>	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	<b>NO</b>	<b>PART H 9</b>
<b>D.3.c</b>	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	<b>NO</b>	<b>PART H 9</b>
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.</b>	<b>Measure Met?</b>	
<b>D.4.a</b>	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	<b>YES</b>	<a href="https://www.dtra.mil/Mission/EI-Annual-Reports/">https://www.dtra.mil/Mission/EI-Annual-Reports/</a>
<b>D.4.b</b>	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	<b>YES</b>	
<b>D.4.c</b>	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	<b>YES</b>	
<b>D.4.d</b>	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	<b>YES</b>	
<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 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>E.1.a</b>	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	<b>YES</b>	
<b>E.1.b</b>	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	<b>YES</b>	
<b>E.1.c</b>	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	<b>YES</b>	
<b>E.1.d</b>	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	<b>YES</b>	Forty Five days of less.



<b>E.1.e</b>	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	<b>YES</b>	
<b>E.1.f</b>	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	<b>YES</b>	
<b>E.1.g</b>	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	<b>YES</b>	
<b>E.1.h</b>	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	<b>YES</b>	
<b>E.1.i</b>	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	<b>YES</b>	Final Agency Orders were late based on the initial EEOC COVID guidance.
<b>E.1.j</b>	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	<b>N/A</b>	
<b>E.1.k</b>	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	<b>YES</b>	
<b>E.1.l</b>	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.2 – The agency has a neutral EEO process.</b>	<b>Measure Met?</b>	
<b>E.2.a</b>	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	<b>YES</b>	
<b>E.2.b</b>	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	<b>YES</b>	
<b>E.2.c</b>	If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	<b>YES</b>	
<b>E.2.d</b>	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	<b>YES</b>	

<b>E.2.e</b>	If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>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>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>	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	<b>YES</b>	
<b>E.3.e</b>	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	<b>YES</b>	
<b>E.3.f</b>	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.</b>	<b>Measure Met?</b>	
<b>E.4.a</b>	<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>	
<b>E.4.a.2</b>	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	<b>YES</b>	
<b>E.4.a.3</b>	Recruitment activities? [see MD-715, II(E)]	<b>YES</b>	<b>PART H 10</b> Closed in FY20
<b>E.4.a.4</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>	<b>Part H 11</b>
<b>E.4.a.5</b>	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	<b>YES</b>	
<b>E.4.a.6</b>	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	<b>YES</b>	<b>PART H 4</b> Closed in FY20
<b>E.4.b</b>	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	<b>YES</b>	

 <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>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>	<b>Part H 12</b>
<b>E.5.b</b>	Does the agency review other agencies’ best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If “yes”, provide an example in the comments.	<b>NO</b>	<b>Part H 12</b>
<b>E.5.c</b>	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	<b>NO</b>	<b>Part H 12</b>
<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>F.1.a</b>	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	<b>YES</b>	
<b>F.1.b</b>	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	<b>YES</b>	
<b>F.1.c</b>	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	<b>YES</b>	
<b>F.1.d</b>	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	<b>YES</b>	
<b>F.1.e</b>	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.</b>	<b>Measure Met?</b>	
<b>F.2.a</b>	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	<b>YES</b>	
<b>F.2.a.1</b>	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	<b>YES</b>	

<b>F.2.a.2</b>	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	<b>YES</b>	
<b>F.2.a.3</b>	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	<b>YES</b>	
<b>F.2.a.4</b>	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	<b>YES</b>	
 <b>Compliance Indicator</b>  <b>Measures</b>	<b>F.3 - The agency reports to EEOC its program efforts and accomplishments.</b>	<b>Measure Met?</b>	
<b>F.3.a</b>	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	<b>YES</b>	
<b>F.3.b</b>	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	<b>YES</b>	

## PART H

## Deficiencies and Planned Activities

MD-715 – Part H - 1				
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. 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			
A.3.a	The agency does not provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity. [see 29 CFR § 1614.102(a) (9)]			
Objective(s) and Dates for EEO Plan				
Date Initiated	Objective	Target Date	Modified Date	Date Completed
12/2020	EI will develop a recognition award for employees, supervisors and managers demonstrating superior accomplishment in equal employment opportunity and diversity.	12/2021		
Responsible Official(s)				
Title		Name	Performance Standards Address the Plan? (Yes or No)	
Director, Equity, Diversity and Inclusion Office (EI)		Willisa Donald	NO	
Planned Activities Toward Completion of Objective				
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
12/2020	EI will research other federal EEO Awards for best practices.	YES		01/2021
01/2021	EI will develop the criteria for the equal employment opportunity and diversity award.	YES		07/2021

07/2021	EI will coordinate the award criteria with HR and GC (via EIS Tasker) for review and approval.	YES	08/2021	Pending Coordination
08/2021	EI will establish a selection board to review submissions. The selection board will determine the award recipient.	YES		
09/2021	This will be an annual process initiated in October and award recipient(s) will be acknowledged in January.	YES		
<b>Report of Accomplishments</b>				
<b>Fiscal Year</b>	<b>Accomplishments</b>			
<b>FY2020</b>	<p>EI began to explore best practices in FY20, to develop criteria for an annual Martin Luther King Distinguished Award for employees, supervisors and managers. The criteria is being drafted, once finalized, the criteria will be submitted and coordinated with HR and GC.</p> <p>EI will establish a selection board to evaluate all submissions and determine an award recipient.</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 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
10/2017	HR will collaborate with EI regarding Strategic Workforce Planning groups; Vacancy Planning, Recruitment/Outreach Planning and Training/Career Development Planning and other workforce changes.	12/2020	12/2021	

#### Responsible Official(s)

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

#### Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
05/2019	EI and HR Directors will meet monthly to discuss programs and processes that intertwine in both offices and track collaborative action items to completion.	YES		09/2020



07/2019	HR will provide EI with the annual outreach schedule to solicit participation schools and organizations (HBCUs, TCUs, and MSIs).	YES		09/2020
09/2020	HR will collaborate with EI regarding Recruitment and Outreach Planning events and activities for regular participation.	YES		09/2020
09/2020	EI will participate on the Human Resources Policy Board (HRPB) as an advisor.	YES		Ongoing
04/2021	EI will participate on HR's Workforce Development Council (WDC) as an advisor to ensure regular attendance and participation.	YES		06/2021
04/2021	HR will ensure EI is invited to participate as an Advisor on the Leadership Development Programs (LDP).	YES		06/2021
04/2021	HR will invite EI as an advisor during Strategic Workforce Planning (SWP) discussions to ensure regular attendance and participation.	YES	08/2021	EI is scheduled to participate in HR SWP Working Group
09/2021	HR will collaborate with EI regarding Training and Career Development Planning and execution on a reoccurring basis.	YES		
09/2021	HR will invite EI as an advisor during Vacancy Planning for the Agency and/or Directorates for regular attendance and participation.	YES		

### Report of Accomplishments

<b>Fiscal Year</b>	<b>Accomplishments</b>
<b>FY2020</b>	<p>During FY2020, the HR and EI Directors scheduled monthly recurring meetings to discuss collaborative efforts. The offices were able to coordinate and accomplish the following:</p> <ul style="list-style-type: none"> <li>• FEORP and DVAAP Reports</li> <li>• EEOC Technical Assistance Response for the Reasonable Accommodation Procedures</li> <li>• EEOC Technical Assistance Response for DTRA's Model EEO Program and Model Disability Program</li> </ul> <p>HR and EI staff held bi-weekly meetings to discuss upcoming events and job fairs. HR hosted a university engagement webinar titled, "Student Workforce Opportunities." During the hour and a half session, DTRA RD-CB, HR Talent Acquisition Program and Science, Mathematics, and Research for Transformation (SMART) Program subject matter experts discussed internships, scholarships, fellowships, postdoctoral and employment opportunities available by the DoD and Federal government. Students and staff members from 53 Institutions were in attendance, to include 25 Research Doctorial Universities and</p>

	14 MSIs (HBCUs, HISs, Asian American and Native American Pacific Islander Serving Institutions (AANAPISIs), and Alaska Native-Serving and Native Hawaiian (AANH).
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## MD-715 – Part H - 3

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

#### Defense Threat Reduction Agency

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>B.3.b</b>	Does the agency's current strategic plan reference EEO/diversity and inclusion principles? [see MD-715, II(B

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
01/2021	Ensure that Diversity and Inclusion principles and EEO concerns are integrated into the agency's strategic mission.	12/2021		

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Affirmative Employment Manager	Denise Lewis	Yes
Director, Equity, Diversity and Inclusion Office	Willisa Donald	Yes

#### Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
04/2021	EI will craft language to include into the Agency Strategic Initiative/Plan.	YES		05/2021
05/2021	EI will review the Agency Strategic Initiative/Plan to determine where to include the EEO/D&I language.	YES		06/2021

06/2021	EI will meet with the Strategic Team to ensure that the EEO/D&I principles are included in the Agency's Strategic Initiative/Plan.	YES	09/2021	Pending Coordination
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## Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>In FY 2018, the EI Office incorporated language in the “Empowered” Values section of the Agency FY 2018-2022 Strategic Plan which states: <i>Sustain Dignity and Respect by fostering an inclusive, engaged and capable workforce, trusted to take personal initiative, enabled and supported by leadership.</i></p> <p>In FY 2020, in accordance with EEOC guidance, EI drafted the following language, which will be updated in the next Agency Strategic Initiative/Plan:  <i>DTRA is committed to supporting and promoting the intent of equity, diversity, and inclusion, which mirrors our culture, values, and goals. DTRA's strength lies in our diversity and serves as the driving force behind our organization's excellence and mission success. Discrimination, workplace harassment and retaliatory actions are contrary to our team being successful. Therefore, all managers and supervisors have an obligation to handle issues swiftly and foster a work environment that achieves an opportunity for each employee to experience a fair and level playing field in the workplace.</i></p>

## MD-715 – Part H – 4

### 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</b>	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>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>CLOSED</b>
<b>E.4.a.6</b>	Does the agency have systems in place to accurately collect, monitor, and analyze the following data: The processing of complaints for the Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), V.C.2] <b>CLOSED</b>

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
09/2018	Create an effective Anti-Harassment Program in compliance with EEOC guidance and communicate the Anti-Harassment Policy to prevent and eliminate all types of harassment.	12/2021		

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Anti-Harassment Manager	Claudette Persaud	Yes
Director, Equity, Diversity and Inclusion 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>
02/2019	Develop a Supervisor's Toolkit and Employee Question and Answer Fact Sheet to assist managers with processing AH cases.	YES		12/2020
02/2019	Develop Employee Question and Answer Fact Sheet to assist managers with processing AH cases.	YES		12/2020
04/2020	Create AH training material, which include examples of disability based harassment.	YES		01/2021
05/2021	EI will revise the Anti-Harassment Policy to ensure compliance with EEOC's guidance.	YES		07/2021
04/2021	Provide Anti-Harassment training to managers, supervisors and employees.	YES	08/2021	Training Scheduled for August and September 2021
05/2021	EI will revise the language in the Instruction for Supervisors to ensure all inquiries of harassment allegations are addressed within 10 days of notification and track by the Anti-Harassment (AH) Program Manager.	YES	10/2021	Revision in Progress
06/2021	EI will revise the DTRA Anti-Harassment Instruction to include the 60 day timeframes for all investigations.	YES	10/2021	Revision in Progress
06/2021	EI will revise the process to ensure it clearly explain the process.	YES	12/2021	Revision in Progress

### Report of Accomplishments

<b>Fiscal Year</b>	<b>Accomplishments</b>
<b>2020</b>	<p>The Anti-Harassment Instruction 1020.03 was updated to include elements a – e in accordance to EEOC guidance. The Instruction is pending revision and coordination.</p> <p>A Supervisory Toolkit and an Employee Question and Answer Fact Sheet was developed to inform the workforce of the Anti-Harassment process.</p> <p>EI included disability-based harassment in the Anti-Harassment and the Disability Training modules. The update includes slides and a video on disability-based harassment. In addition, these slides were also included in the mandatory EEO for Supervisors and Employees Training.</p>



## 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>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>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>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>C.3.b.7</b>	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]
<b>C.3.b.8</b>	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]
<b>C.3.b.9</b>	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
01/2021	Develop a supervisors and managers performance element to include language for religious and disability accommodations, identifying and removing barrier to equal opportunity, anti-harassment program in investigating and correcting harassing conduct and comply with settlement agreements and orders issued by the agency.	12/2021		

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equity, Diversity and Inclusion Office	Willisa Donald	NO

Director, Human Resource Directorate	Christine Enriquez, Colonel, United States Army	NO
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### Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
01/2021	EI will develop proposed language for the supervisors and managers performance element.	YES		03/2021
04/2021	HR and GC will review and provide feedback on proposed language.	YES	08/2021	Pending Coordination with HR and GC
05/2021	EI will collaborate with HR to incorporate the language into the managers and supervisors DoD Performance Management and Appraisal Program (DPMAP) performance rating cycle.	YES	10/2021	Pending Approval with HR and GC

### Report of Accomplishments

Fiscal Year	Accomplishments
FY2020	EI began revising the DPMAP Supervisory Workplace EEO Performance Element in FY20, to evaluate managers' and supervisors' equal employment opportunity efforts in accordance with the MD-715 new requirement. EI will provide the revised language to HR and GC for review and approval in FY21.



## 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>D.2.b</b>	The agency does not regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
01/2021	Examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex and disability.	12/2022		

#### Responsible Official(s)

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

#### Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
06/2021	EI will identify a system and a process to obtain a viable plan to regularly examine management/personnel policies related to merit promotion, employee recognition, employee development/training programs.	YES	09/2021	Developing a Process

08/2021	EI will formulate a timeline and schedule with milestones to the review of all management/personnel policies.	YES		
12/2021	EI will examine the impact of the management/personnel policies, procedures and practices on race, national origin, sex and disability.	YES		

### Report of Accomplishments

<b>Fiscal Year</b>	<b>Accomplishments</b>
<b>FY2020</b>	<p>EI identified the following management and personnel policies and will review these policies for systemic barriers:</p> <p><b>Instructions/Directives:</b></p> <ul style="list-style-type: none"> <li>• DTRA Directive 1100.01 – Human Resource Policy Board (HRPB)</li> <li>• DTRA Instruction 1000.04 – Federal Voting Assistance Program (FVAP)</li> <li>• DTRA Instruction 1025.3 – Fellowship Program</li> <li>• DTRA Instruction 1100.2 – Telework Program, Change 1</li> <li>• DTRA Instruction 1200.1 – Military Reserve Program</li> <li>• DTRA Instruction 1348.4 – Military Decorations Program</li> <li>• DTRA Instruction 1400.25-V2009 – Defense Civilian Intelligence Personnel System: Disciplinary and Adverse Actions Procedures</li> <li>• DTRA Instruction 1402.1 – Five-Year Limitation on Foreign Employment</li> <li>• DTRA Instruction 1402.2 – Recruitment, Relocation, and Retention Incentives</li> <li>• DTRA Instruction 1418.1 – Living Quarters Allowance (LQA)</li> <li>• DTRA Instruction 1424.1 – Emergency Dismissal or Closure Procedures</li> <li>• DTRA Instruction 1430.2 – Student Loan Repayment Program</li> <li>• DTRA Instruction 3001.01 – Detail of Civilian Personnel</li> </ul>

## MD-715 – Part H - 7

### 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.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>CLOSED</b>

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
01/2019	Ensure exit interviews and survey includes questions to improve recruitment, hiring, inclusion, retention and advancement with IwDs.	12/2020		12/2020

#### Responsible Official(s)

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

#### Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
04/2020	EI will collaborate with HR to develop exit survey questions to include questions to improve recruitment, hiring, inclusion, retention and advancement with IwDs.	YES		04/2020
05/2020	EI will collaborate with HR to ensure questions to improve recruitment, hiring,	YES		04/2020

	inclusion, retention and advancement with IwDs are included in the survey.			
05/2020	Update exit survey questions to include targeting recruitment, hiring, inclusion, retention and advancement with IwDs.	YES		04/2020
07/2021	Annually track and monitor the specific questions to determine issues and concerns.	YES		Closed but Monitoring
09/2021	EI and HR will meet biannually to discuss the results and actions to enhance recruitment, hiring, inclusion, retention and the advancement of IwDs.	YES		Closed but Monitoring

## Report of Accomplishments

<b>Fiscal Year</b>	<b>Accomplishments</b>
<b>2020</b>	<p>HR collaborated with the EI Office on the revision of the exit survey. Revisions to the survey include the collection of demographic information and questions to improve recruitment, hiring, inclusion, retention and advancement with IwDs.</p> <p>The questions were vetted through HR leadership and the EI Office and the survey was released to the workforce as of September 2020. The survey is available for employees leaving the Agency to provide their feedback.</p> <p>EI will annual assessment to the exit survey data.</p>

## MD-715 – Part H – 8

### 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.1.b</b>	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]
<b>D.2.a</b>	The agency does not have a process for analyzing the identified triggers to find possible barriers. [see MD-715, (II)(B)]
<b>D.2.d</b>	The agency does not regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups. [see MD-715 Instructions, Sec. I]

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
10/2019	Establish a regular review of the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups.	12/2022		

#### Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equity, Diversity and Inclusion Office	Willisa Donald	NO
Affirmative Program Manager	Denise Lewis	YES

Planned Activities Toward Completion of Objective				
Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
10/2019	EI will review management policies, practices and procedures for any hidden impediments to equal opportunity.	YES		12/2020
02/2020	Conduct complaint and grievance trend analysis by gender and RNO.	YES		12/2020
04/2020	Finalize the ERG Guidance to include an effective process for managing results.	YES		12/2020
04/2020	Review the Agency-wide training evaluations to access needs and overarching EEO concerns.	YES		12/2020
05/2020	Identify Special Emphasis Program trends utilizing various data (i.e. Observances, WRP, Schedule A and Outreach/Recruitment).	YES		12/2020
03/2021	Update EEO dashboard and examine data trends.	YES	01/2022	Pending Dashboard Development
05/2021	Develop a annual EEO Diagnostic Report	YES	12/2021	Pending FY2021 Data
06/2021	Collect information from the Federal Employee Viewpoint Survey to identify and address opportunities for improvement.	YES	12/2021	Reviewing FEVS FY2020 Report
Report of Accomplishments				
Fiscal Year	Accomplishments			
2020	<p>The EI Office developed a trigger table to analyze workforce data and identify the need for barrier analysis. In September 2020, DTRA established our Diversity and Inclusion Council, which includes five Employee Resource Groups: African American; Asian Pacific Islander; Hispanic; Individuals with Disabilities; Women and LGBTQIA.</p> <p>In January 2021, EI created a Barrier Analysis Toolkit and conducted a briefing session with the ERGs to assist with their efforts in conducting barrier analysis.</p> <p>We agree that conclusions concerning the existing of workplace barriers cannot be drawn from solely numerical analysis. The EI Office has begun exploring and analyzing other sources of data, the EI Office created a 3 Year Trends Report. The report conveys a comparison of EEO Complaint (Informal and Formal), Anti-Harassment, Special Emphasis Program Observance, Training, and the Federal Employee Viewpoint Survey.</p> <p>Appendix B (Trigger Table and 3 Year Trend Report.)</p>			

## MD-715 – Part H - 9

### 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.3.a.</b>	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]
<b>D.3.b</b>	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]
<b>D.3.c</b>	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
03/2021	Tailor action plans to address the identified barriers, in policies, procedures, practices, Part I or Part J.	12/2023		

#### Responsible Official(s)

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

#### Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date

06/2021	After examination of the policies, practices and procedures an action plan will be developed to address and eradicate barriers.	YES	09/2021	Deficiency added in FY2021
06/2021	EI will utilize the EEOC guidance on barrier identification to address and eradicate barriers	YES	12/2021	Deficiency added in FY2021
08/2021	Incorporate assistance from the ERGs to see if their action plans align or connect with the identified barriers.	YES	02/2022	
09/2021	Create timelines within the action plan to correct the deficiencies with the HR.	YES	04/2022	
10/2021	EI will create a trigger table to identify red flags within the workforce data.	YES	06/2022	
10/2021	Format the action plans to address the identified barriers in Part I including meeting the target dates for the planned activities	YES	08/2022	
03/2022	Establish a procedure to annually review the effectiveness of the Parts I and J plans.	YES	10/2022	
<b>Report of Accomplishments</b>				
<b>Fiscal Year</b>	<b>Accomplishments</b>			
<b>2020</b>	In FY20, EI developed action plans for Part I and Part J, timelines were created to correct identified deficiencies. A trigger table was developed to identify red flags within the workforce. In FY21, EI will collaborate with the Agency ERGs to address barriers, and develop an action plans to address identified deficiencies.			



## MD-715 – Part H - 10

### 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.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)] <b>CLOSED</b>

#### 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 IwDs within the Agency.	12/2019		12/2021

#### Responsible Official(s)

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

#### Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
02/2019	HR will invite EI to participate in the development of annual recruitment and outreach events/meetings.	YES		01/2020
01/2020	EI will provide a list of colleges and universities for recruitment and outreach initiatives for Hispanics, Women and IwDs.	YES		01/2021

01/2020	EI and HR will meet quarterly to review and analyze recruitment activities (USA Staffing/ Applicant Flow Data reports).	YES		Closed - Monitoring with HR Quarterly
02/2019	EI and HR will collaborate on the Diversity Internship for DTRA.	YES		Closed - Ongoing Collaboration with HR
09/2020	EI in collaboration with HR, will analyze recruitment efforts to identify potential barriers.	YES		Closed - Monitoring Annually

## Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>During FY2020, HR executed its plan for the next generation of outreach and talent acquisition programs. As part of this effort, DTRA continued to work hand-in-hand with the Pacific Northwest National Laboratory (PNNL) on outreach efforts centered around Minor Serving Institutions (MSI) as part of its Diversity Internship for DTRA (DID) program. During the pandemic environment the outreach team maximized the use of technology by using multiple platforms to access institutions and affinity groups. Furthermore, the HR outreach and talent acquisition team continued working collaboratively with the EI Office to identify program improvements and develop systems to accurately collect, monitor, and analyze recruitment activities.</p> <p>DTRA's Talent Acquisition Program (TAP) Lead continued hosting regular planning meetings, where representatives from across the Agency Directorates discussed priorities and scheduling of events and strategies. EI representatives attended these meetings, which included the review of outreach schedules and proposed events. HR representatives continue to collaborate with EI to solicit recommendations for improved diversity and inclusion outreach events. These efforts also included collaboration with DTRA's newly established D&amp;I Council and ERGs, this enhanced the Outreach efforts by participation from these various groups to interact with affinity groups at universities and industry level events, forums and activities.</p> <p>In collaboration with DTRA RD/CB, DTRA hosted a university engagement webinar titled, "Student Workforce Opportunities." During the hour and a half session, DTRA CB, HR TAP and SMART Program subject matter experts discussed internships, scholarships, fellowships, postdoctoral and employment opportunities available through the DoD and federal government. Students and staff members from 53 institutions were in attendance, to include 25 Research Doctorial Universities and 14 MSIs (HBCUs, HISs, AANAPISIs, and AANH).</p> <p>Provided five internship opportunities at the Pacific Northwest National Laboratory (PNNL) through the Diversity Internship for DTRA (DID). This program offers educational and career development opportunities to traditionally underserved undergraduate students in science, technology, engineering, and math (STEM) and political science programs. Recruitment for the internships are only at HBCUs, MSIs, HSI and through various affinity group organizations.</p>

## MD-715 – Part H - 11

### 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.4.a.4</b>	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]

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

Date Initiated	Objective	Target Date	Modified Date	Date Completed
01/2021	Maintain accurate data collection for workforce demographics and applicant flow.	12/2021		

#### Responsible Official(s)

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

#### Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
12/2020	EI will Obtain applicant flow data from USA Staffing for Table A/B 7	YES		01/2021

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

## Report of Accomplishments

Fiscal Year	Accomplishments
2020	<p>In FY 2020, EI Office collected the applicant flow data for permanent mission critical occupations (MCO). The tables reflect the FY20 new hires and internal promotion candidate's applications that were submitted for employment vacancies announced through USAJOBS. The data revealed applicants who self-identified and were (1) qualified; (2) referred; and (3) selection for vacancies posted on USAJOBS.</p> <p>The following analysis was conducted for Internal Competitive Promotion and New Hires by Mission Critical Occupations (MCOs).</p> <p><b>Internal Competitive Promotion:</b> The Agency received 607 applications through USAJOBS and made 4 selections for Security (0080) Administration positions. Of the 4 selected 3 (75.00%) were Males (1 Hispanic and 2 White) and 1 (25.00%) Asian Female.</p> <p>Misc. Administration (0301) MCO, the Agency received 1840 applications and made 29 selections of which 15 (51.72%) were Males (1 Hispanic, 10 White, 1 black, and 3 Asian) 9 (31.03%) were Females (7 Whites, 1 Black and 1 Two or more races) 4 Omitted.</p> <p>Information Technology Management (2210%) MCO, the Agency received 500 applications and made 6 selections of which 5 (83.33%) were Males (3 White, 1 Black and 1 Asian) and 1 (16.67%) Female (Two or more races).</p> <p><b>New Hires:</b> The Agency received 764 applications through USAJOBS and made 3 selections for Security (0080) Administration positions. Of the 3 selected, there were 1 (33.33%) Black Male, 1 (33.33%) White Female and 1 (33.33%) Omitted.</p> <p>Misc. Administration (0301) MCO, the Agency received 1593 applications and made 8 selections of which 3 (37.50%) were White Males, 3 (37.50%) were Females (2 White and 1 Black) and 2 (25.00%) were Omitted.</p> <p>The Budget Analysis (560) MCO, the Agency received 565 applications and made 9 selections of which 2 (22.22%) were Males (1 White and 1 Asian), 5 (55.56%) Females (3 White and 2 Black) and 2 (22.22%) were Omitted.</p>

	<p>General Physical Science (1301) MCO, the Agency received 1127 applications and made 16 selections of which 5 (31.25%) were White Males, 5 (31.25%) were Females (3 White, 1 Black and 1 Asian) and 6 (37.50%) were Omitted.</p> <p>Information Technology Management (2210) MCO, the Agency received 567 applications and made 3 selections of which 3 (100.00%) were Omitted.</p>
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## MD-715 – Part H - 12

### 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
01/2020	Monitor the EEO program trends to ensure Agency obligations; review other agencies best practices to improve effectiveness and compare Agency's performance to similar federal agencies.	12/2021		

#### Responsible Official(s)

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

#### Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date

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

### Report of Accomplishments

<b>Fiscal Year</b>	<b>Accomplishments</b>
<b>2020</b>	<p>In FY2020, EEO identified benchmarking opportunities with several Federal agencies of similar size to compare their Diversity and Inclusion, Disability, ERGs efforts.</p> <p>The Diversity, Engagement and Outreach Team reached out to Federal Maritime Commission Agency to gain insight on their Employee Engagement successes, strategies and their experiences establishing their programs, lesson learned and pitfalls.</p> <p>The Agency Disability Coordinator partnered with Department of the Blind and Vision Impairment (DBVI) and the Department for Aging and Rehabilitation Services (DARS) to educate the workforce on how to interact with disability community. Also, EI partnered with the Wounded Warriors Regiment of Quantico, VA to obtain a speaker for the virtual disability program.</p> <p>The EI Office collaborated with the newly established ERGs to promote Special Emphasis Programs, activities and events in the workforce.</p>

## PART I

### Plans for Trigger Identification Barrier Analysis



## 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.

#### 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 Female Workforce</b>	<b>Table A1, A8, A16</b>	<p><b>Total Workforce:</b> The FY20 Female workforce participation rate was 451 (35.10%), which was below the 2010 CLF of 48.16%.</p> <p><b>New Hires:</b> The Agency hired 134 new employees, of which 50 (37.31%) were Females which fall below the CLF of 48.16%.</p> <p><b>Separation:</b> One hundred and fifty six (156) employees separated the Agency in FY20. Fifty-seven (36.54%) Females separated which was above the total workforce of 35.10% but below the CLF of 48.16% of the overall DTRA workforce.</p>
<b>Female Workforce GS-14 thru SES</b>	<b>Table A4</b>	<p>In comparison to the permanent workforce, Female participation rate was 34.95%. The following are areas of concern:</p> <p>The GS-14 Female participation rate was 116 (31.61%). In FY20, low participation rate for Hispanic Females were (1.09%) compared to the permanent workforce of 2.14% and Black Females were 7.08% compared to the permanent workforce of 9.93%.</p> <p>The GS-15 Females participation rate was 42 (22.58%) in FY20; Whites (14.52%) were below the permanent workforce of 19.70%; Blacks (4.30%) fell below the permanent workforce of 9.93% and Asian (1.08%) was below the permanent workforce of 2.38%.</p> <p>SES Female population was 1 (7.14%) compared to the permanent workforce of 19.70%. In FY19, they were 3 (18.75%).</p>

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

**All Women**

#### Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
<b>Workforce Data Tables</b>	YES	Analyzed the total Female workforce, new hires, separation data and grades.

<b>Complaint Data (Trends)</b>	YES	In FY20, six Formal Complaints were filed by Females of which, sex was claimed by 4; disability and race were claimed by 3; age, color and reprisal were claimed by 2.
<b>Grievance Data (Trends)</b>	YES	In FY20, eight grievances were filed, one of which was Female. There were 6 disciplinary actions, of which one was Female.
<b>Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)</b>	YES	Reviewed EEO and Anti-Harassment data. In FY2020, 30% of the Female workforce filed Anti-Harassment cases.
<b>Climate Assessment Survey (e.g., FEVS)</b>	NO	
<b>Exit Interview Data</b>	YES	In FY20, the Exit Survey data revealed seven individuals left the agency, 3 of which were Females (2 Blacks and one White).
<b>Focus Groups</b>	NO	
<b>Interviews</b>	NO	
<b>Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)</b>	NO	
<b>Other (Please Describe)</b>		
<b>Status of Barrier Analysis Process</b>		
<b>Barrier Analysis Process Completed?</b> (Yes or No)	<b>Barrier(s) Identified?</b> (Yes or No)	
NO	YES	

<b>Statement of Identified Barrier(s)</b>
<b>Description of Policy, Procedure, or Practice</b>
<p>DTRA will need to determine the following:</p> <ul style="list-style-type: none"> <li>• Why do Females have a low participation rate in DTRA's total workforce</li> <li>• Why are Females separating from the Agency at 36.54%</li> <li>• Are Females being hired at a comparative rate to Males</li> <li>• Are Females being paid comparable to Males</li> </ul>
Address and implement strategies for the recruitment and selection of highly qualified Females for positions at the highest levels.

<b>Objective(s) and Dates for EEO Plan</b>
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Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
Collaborate with HR on Recruitment Events and Outreach for Females.	04/14/2019	09/30/2020	YES		Ongoing
Participate in HR's Strategic Recruitment Discussions to provide guidance in hiring process.	09/01/2020	09/30/2020	YES		Ongoing
Review applicant flow data to identify the number of Females applying for positions	01/01/2021	12/31/2021	YES		Ongoing

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

<b>Planned Activities Toward Completion of Objective</b>
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Target Date	Planned Activities	Modified Date	Completion Date
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<b>Barrier Analysis</b>
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02/2020	Conduct a Gender Pay Study to examine pay gap between Males and Females within the Agency		03/2020
03/2020	Collaborate with HR's Recruitment and Outreach Team on events and efforts for Females		09/2020

04/2020	Develop a Recruitment and Outreach Plan identifying undergraduate, graduate schools and universities, summer internships, and associations for Women		08/2020
07/2020	Participate in HR's Strategic Recruitment Discussions and provide hiring guidance to hiring managers		Ongoing
07/2020	Examine exit survey data to determine why Females are leaving the Agency		Ongoing
08/2020	Establish the Women's ERG (W/ERG) to address the low participation of Women in the Agency. Select a Lead and Co-lead to play an active role within the W/ERG.		09/2020
10/2020	Develop an Action Plan and a way forward with the W/ERG		01/2021
10/2020	Hold W/ERG monthly meetings to collaborate on targeted outreach strategies and diversity-related matters.		Ongoing
05/2021	Develop and provide workshops, brown bags and seminars to promote cultural awareness for Women.	08/2021	Ongoing Collaboration with Women's ERG
06/2021	Develop partnerships with colleges, and universities that have a high percentage of women in the DTRA mission critical skillsets	09/2021	Ongoing Collaboration with Women's ERG
07/2021	Target recruitment efforts toward women from diverse backgrounds (including veterans) through networking/partnerships with women and veteran organizations.	09/2021	Ongoing Collaboration with Women's ERG
09/2021	Adopt and tailor OPM Recruitment, Engagement, Diversity and Inclusion Program (REDI) roadmap for ideas.		
10/2021	Examine the Applicant Flow Data to determine whether Women are applying and/or being selected.		

12/2021	Review the Career Development workforce data to determine if there are any barriers in women applying and being selected for opportunities.		
12/2021	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>FY2020</b>	<p><b>Recruitment and Outreach Plan:</b> EI continued to engage with HR on recruitment and outreach efforts; EI developed a Recruitment and Outreach Plan to address the deficiencies from the MD-715, Federal Equal Opportunity Recruitment Plan (FEORP) and Disadvantaged Veterans Affirmative Action Plan (DVAAP) Report and to support recruitment efforts for women including schools and universities (undergraduate and graduate), summer internships, institutions and associations.</p> <p><b>Strategic Recruitment Discussion:</b> The EI Office began participating in strategic conversations with HR and hiring managers to educate and provide awareness on achieving diversity in recruitment, hiring and the interviewing process. These conversations assist in increasing hiring managers awareness of various special hiring authorities, Diversity recruitment strategies and establishing a diverse hiring panel, beyond demographics.</p> <p><b>Agency Established a Women's ERG:</b> In FY20, DTRA established an Agency-wide Diversity and Inclusion Council, to include six ERGs (African American, AAPI, Hispanic, IwD, LGBTQIA and Women). The newly established Women's ERG included 20 volunteers from across the agency. The group immediately developed its Action Plan with focused efforts on:</p> <ul style="list-style-type: none"> <li>• Analysis and Reporting</li> <li>• Policy and Oversight</li> <li>• Force and Talent Management</li> <li>• Strategic Communications and Events</li> </ul> <p>While individual initiatives are still under development, the formation of this ERG represents deliberate commitment to issues of diversity and inclusion with the Agency.</p> <p><b>Women's Pay Equity Study</b> – In FY20, a pay study was conducted to determine triggers in regards to Women in the DTRA workforce. We examined pay grades from GS-3 to SES and the study revealed that 96% of DTRA personnel are between the GS-11 to GS-15 grade levels. On average, women compare with men in pay. A member of the ORSA team briefed the D&amp;I Council and ERGs and will collaborate with the ERGs to conduct further analysis.</p>

	<p>The Agency Women’s ERG hosted a Women's History Month Panel event. There were 3 Female panelists: Dr. Ada Bacetty, Navy CPO Diana Angstadt, and Dr. Jennifer Sparks. Ms. Amanda Andersen moderated the event. The theme of the event centered on leadership, followership, and championship in work and life endeavors. The discussion topics included mentorship, barriers in the workplace, work/life balance, and overcoming adversity. The three panelists answered questions and offered different perspectives based on career fields, personal and professional experience, and individual drivers. The event helped to share perspectives on overcoming barriers to ensure women at DTRA have the support they need to grow and succeed in the DTRA workforce. There were over 150 attendees.</p>
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## 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 A1, A8 and A16</b>	<p>Overall, the Agency Hispanic participation rate in FY20 for Males were 56 (4.36%) which was below the CLF of 5.17% and Females were 29 (2.26%) which was below the CLF of 4.79%.</p> <p><b>New Hires:</b> The Agency hired 134 employees of which 9 (6.72%) were Hispanic Males, which was above the CLF of 5.17% and Five (3.73%) Hispanic Females which was below the CLF of 4.79%.</p> <p><b>Separation:</b> A total of 10 Hispanics separated from DTRA in FY20. Out of 99 workforce Males, Hispanic Males separation was at 5 (3.21%) which was below the CLF of 5.17%. Of the 57 Females who separated the Agency, 5 (3.21%) were Hispanic which was below the CLF of 4.79%. The collected Exit Survey data did not establish a trigger, but more data is needed.</p>
<b>Senior Executive Service</b>	<b>Table A-4</b>	The participation rate of Senior Executive Service (SES) Hispanic Males was 1 (7.14%) and Females 0 (0%); Males exceeded the compared permanent workforce of 4.45% and Females were below the permanent workforce of 2.14%. The analysis reveals 54 (64%) of the 85 Hispanic employees were at the GS-13–GS-15 pay grades, placing them in the SES pipeline.

EEO Group(s) Affected by Trigger

#### Hispanic Workforce

Hispanic or Latino Males

Hispanic or Latino Females

#### Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
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Workforce Data Tables	YES	Analyzed the overall, new hires and separation data.
Complaint Data (Trends)	YES	Of six formal complaints filed, none were Hispanic.
Grievance Data (Trends)	YES	Of the eight grievance and six disciplinary actions filed in FY20, there were no Male or Female Hispanics.
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NO	
Climate Assessment Survey (e.g., FEVS)	NO	The FY20 climate assessment survey for the ABQ/ Las Vegas Field Site was conducted to satisfy a Hispanic Working Group recommendation. The survey showed positive outcomes for ABQ’s first line supervisors, mission and accountability; but no obvious issues with Hispanic employment.
Exit Interview Data	YES	The Exit Survey data reveals of the 9 individuals who left the agency, one was a Hispanic Male. Exit survey analysis is preliminary due to low employee participation.
Focus Groups	NO	
Interviews	NO	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO	
Other (Please Describe)	NO	
Status of Barrier Analysis Process		
Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)	
YES	YES	
Statement of Identified Barrier(s)		
Description of Policy, Procedure, or Practice		
The Agency continued to work on the low participation rates of Hispanics. In FY20, the EI Office with the support of HR was committed to identifying and minimizing potential barriers to improve the representation of Hispanics at DTRA.		



Objective(s) and Dates for EEO Plan					
Objective	Date Initiated	Target Date	Sufficient Funding & Staffing?	Modified Date	Date Completed
Identify and address potential barriers within DTRA’s Hispanic workforce.	12/04/2018	12/15/2021	YES		
Develop an outreach and recruitment plan that identifies R/O strategies and highlights Hispanic Serving Institutions (HSIs).	06/01/2020	10/31/2020	YES	10/31/2021	
Enhance Hispanic cultural awareness through engaging the Hispanic ERG.	01/01/2020	Ongoing	YES		
Responsible Official(s)					
Title	Name		Performance Standards Address the Plan? (Yes or No)		
Director, Equity, Diversity and Inclusion Office	Willisa Donald		YES		
Director, Human Resource Directorate	Christine Enriquez, Colonel		YES		
Planned Activities Toward Completion of Objective					
Target Date	Planned Activities		Modified Date	Completion Date	
Barrier Analysis					
03/2019	Re-establish a Hispanic Working Group			06/2019	
03/2020	Conduct a Climate Survey of the DTRA Albuquerque facility.			04/2020	
04/2020	Develop a Recruitment and Outreach Plan for Hispanics. Provide a list of Universities and Institutions for specific mission skillsets.			08/2020	

08/2020	Finalize the ERG Charter and guidance to establish new working group to examine perceived barriers.		09/2020
08/2020	Select a Lead and Co-Lead who will play an active role within the H/ERG.		09/2020
08/2020	Hold H/ERG monthly meetings to collaborate on targeted outreach strategies and diversity-related matters.		Ongoing
07/2020	Select a list of Summer Programs for Hispanics and provide to HR.		08/2020
06/2021	Develop and provide workshops, brown bags and seminars to promote cultural awareness in working with Hispanics.	09/2021	Ongoing Coordination with Hispanic ERG
07/2021	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.	10/2021	Ongoing Coordination with Hispanic ERG
08/2021	Conduct Federal Agency research of <i>Best Practices</i> for Hispanic recruitment, retention, and fostering professional development opportunities targeting the Hispanic workforce and develop a report regarding findings.		
10/2021	Review hiring, promotion, and career development programs from other Federal Agencies and private sector companies to benchmark best practices.		
11/2021	Review the Career Development workforce data to determine if there are any barriers in Hispanics applying and being selected for opportunities.		
12/2021	Conduct Awareness Sessions for Agency employees and discuss ways to enhance opportunities for Hispanics.		
<b>Report of Accomplishments</b>			
<b>Fiscal Year</b>	<b>Accomplishments</b>		

<p><b>FY2020</b></p>	<p><b>Hispanic Recruitment and Outreach:</b> DTRA continues to focus, review and modify recruitment strategies to ensure these efforts result in a diverse applicant pool that includes Hispanics. Ongoing recruiting efforts include outreach at virtual and community events and informational briefs at local schools and colleges/ universities with large Hispanic populations such as the University of New Mexico, New Mexico State University, Central New Mexico Community College and the Society of Hispanic Professional Engineers (SHPE) Regional Leadership Development Conference Region 3, the nation’s largest association dedicated to fostering Hispanic leadership in the STEM field. In addition, the recruitment team was established for engineering and scientist positions specifically targeted to Hispanic/Latino Americans seeking employment, as well as increased collaboration with professional Hispanic affinity organizations. DTRA attended one outreach event that engaged over 150 prospective candidates. The Agency had two additional Hispanic focused events cancelled due to COVID-19.</p> <p><b>Hispanic Working Group and Climate Assessment:</b> The Hispanic Working Group engaged Hispanic employees and discussed the Agency's efforts such as the Hispanic Working Group action plan report and next steps for outreach into the community. The Working Group conducted a climate assessment for the ABQ workforce. Fifty-two percent (52%) of the ABQ workforce took the assessment. The results indicated there is a need for improvement in employee recognition and promotion, career development and Senior Leadership. There were positive outcomes for ABQ’s first line supervisor, mission and accountability.</p> <p><b>Hispanic Employee Resource Group (H/ERG):</b> In FY20, the Agency established the H/ERG with 18 volunteers to assist with identifying and addressing barriers causing a low participation rate. The group developed a draft action plan and selected team leads to support the following teams:</p> <ul style="list-style-type: none"> <li>• Data and Barrier Analysis</li> <li>• Recruitment and Outreach</li> <li>• Employee/Workforce Engagement</li> <li>• Training and Cultural Awareness</li> </ul>
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## PART J

### Individual 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.

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

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

The percentage of PWTD in the GS-11 to SES cluster was 1.55% in FY2020, which falls below the goal of 2%.

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

The Agency's HR Department uses various forums to communicate and educate hiring managers and supervisors on the goals and plans to hire PWD/PWTD. Various channels of communication include briefings for hiring managers/supervisors; host several brown bag sessions quarterly, one-on-one meetings/training, and also uses other channels of communications to continuously improve our hiring processes of PWD/PWTD. The use of these channels has allowed the hiring managers to become an agile team and have enabled the agency to swiftly meet the ever-changing needs of the agency and overcome any challenges we may have when hiring PWD/PWTD.

The EI Office continues to provide the State of Agency brief to leadership.

## 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 0

Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	1	0	0	Preliou-Holland, Jacqueline Human Resource Specialist, jacqueline.s.preliou-holland.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.williams-payton.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 Bleck, DTRA 508 Program Coordinator, Information Technology Department Robert.r.bleck.civ@mail.mil
Architectural Barriers Act Compliance	1	0	0	Patrick Bass, 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.williams-payton.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 0

The Agency’s Disability Program Manager participated in the DEOMI Disability Program Management Training and EXCEL Conference hosted by the EEOC Training Institute.

### **PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM**

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Yes **X**      No 0

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## **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.

The Agency utilizes the Schedule A Hiring Authority, Disabled Veterans Affirmative Action Plan (DVAAP) and Operations Warfighter (OWF) programs to identify and target PWDs and PWTDs. In addition, targeted recruiting and outreach events are utilized to engage with PWDs. These efforts are very broad in nature, as we interact with students, entry and career-level individuals. The Agency had also established a IWDs ERG that will assist in enhancing these ongoing efforts.

The Agency developed the following recruitment strategy:

- Outreach: The HR and EI Offices meet on a bi-weekly basis to discuss the various virtual outreach opportunities.
- Recruitment: The HR and EI Offices collaborate on career fairs for various universities and colleges.

FY2020, one Workforce Recruitment Program (WRP) student was transitioned into a permanent position in the Agency utilizing the Schedule A Hiring Authority.

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.

DTRA utilized a number of hiring authorities that take disability into account for permanent positions within the Agency. Authorities such as; Schedule A (to recruit PWD/PWTD), WRP, RA, and 30% or more Veterans. These programs and resources have allowed the Agency to recruit, hire and retain top talent of individuals hired with a disability or target disability.

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.

PWDs applying for a position under a hiring authority through USAJobs, the Agency servicing , "Defense Logistics Agency (DLA)" will review the applicant's resume against the job announcement and position description to determine if the person is qualified and also ensure all required documents are received, such as: Schedule A letter from a licensed doctor/or physician, resume, transcripts, etc. If the applicant is deemed qualified, the applicant will be placed on a Certificate of Eligibility and forwarded to the hiring manager for consideration.

If the individual would like to be considered non-competitively, he/she will submit required documents: their resume, Schedule A letter from a licensed doctor or physician and transcripts to the Agency's Special Placement Program Coordinator (SPPC). Once the resume is received by DTRA HR Office, the HR Specialist (s) will review the resume to determine what position they are seeking or may qualify for and send the resume to the hiring manager for consideration. If the hiring manager wants to consider the individual for a position, they will notify the DTRA HR Specialist that they want to consider that individual and the HR Specialist will then send the individual resume, PD, and supporting documents to



our servicing HR agency, DLA for qualification determination. If the individual is deemed qualified, DLA HR will notify DTRA HR representative to begin the hiring process. This process can take as little as 30 days, pending meeting all conditions of employment (i.e. drug testing, security clearance, background check, etc.).

Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If “yes”, describe the type(s) of training and frequency. If “no”, describe the agency’s plan to provide this training.

Yes **X**                      No 0                      N/A 0

The Agency provides disability-related training to its management team every three years. This training covers the hiring goals, the RA program, and special hiring authorities. Roadmap to Success: Hiring People with Disability training is also provided to hiring managers. EI provided disability awareness and etiquette training for all workforce to include managers and supervisors.

## 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.

The Agency established partnership with the Department of the Blind and Vision Impairment (DBVI) and Department for Aging and Rehabilitation Services (DARS) to host a virtual Disability Awareness event. Also, EI partnered with the Wounded Warriors Regiment of Quantico, VA to obtain a speaker for the virtual disability program.

The Agency continued its outreach relationships while building new relationships and partnerships for recruitment opportunities with hundreds of identified schools/universities, targeting career services, faculty members, and student organizations to facilitate targeted recruiting and outreach efforts to establish and maintain relationships/contacts with the individuals listed to recruit PWDs/PWTDs. Additionally, providing opportunities for PWDs/PWTDs, WRP students, Career Services staff, and faculty members to visit DTRA work sites to observe firsthand the exciting mission tasks being accomplished by the Agency.

The Agency will continue to collect and analyze applicant flow data to determine areas of low participation rates in its applicant pool data and determine areas of improvement in the Agency’s recruitment efforts. This information will be analyzed to determine the hiring of PWDs/PWTDs demographics of applicants and conduct outreach to ensure DTRA current recruiting practices include a diverse pool of qualified jobseekers, while securing and maintaining employment.

## 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 0	No <b>X</b>
b. New Hires for Permanent Workforce (PWTD)	Yes 0	No <b>X</b>

In FY20, DTRA met the goals for PWD and PWTD. Of the 126 permanent hires, 20 (15.87%)

have a disability and 5 (3.97%) have a targeted disability.

Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

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

<b>Table B7P</b>						
<b>MCOs /Series</b>	<b>PWD % in Qualified Applicant Pool</b>	<b>PWTD % in Qualified Applicant Pool</b>	<b>Total # New Hires PWD</b>	<b>Total # New Hires PWTD</b>	<b>Trigger PWD (Y/N)</b>	<b>Trigger PWTD (Y/N)</b>
<b>0080</b> Security Administration	7.20%	3.66%	55	28	Y	N
<b>0301</b> Miscellaneous Administration and Program	5.62%	3.14%	86	48	Y	N
<b>0340</b> Program Manager	5.45%	3.24%	37	22	Y	N
<b>0343</b> Management and Program Analyst	10.26%	5.13%	4	2	N	N
<b>0560</b> Budget Analysis	4.96%	2.83%	28	16	Y	N
<b>1102</b> Contracting	6.39%	4.10%	53	34	Y	N
<b>1301</b> General Physical Science	4.54%	1.64%	47	17	Y	Y
<b>2201</b> Information Technology	4.31%	2.37%	20	11	Y	N

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 0 No 0 N/A **X**
- b. Qualified Applicants for MCO (PWTD) Yes 0 No 0 N/A **X**

<b>Table B-9P: Selections for Internal Competitive Promotions for Major Occupations by Disability</b>						
<b>MCOs /Series</b>	<b>PWD % in Qualified Internal Applicants</b>	<b>PWTD % in Qualified Internal Applicants</b>	<b>Total # PWD</b>	<b>Total # PWTD</b>	<b>Trigger PWD (Y/N)</b>	<b>Trigger PWTD (Y/N)</b>
<b>0080</b> Security Administration	9.63%	5.90%	31	19	Y	N
<b>0301</b> Miscellaneous Administration and Program Series	4.47%	2.31%	31	16	Y	N
<b>0340</b> Program Manager	0.00%	0.00%	0	0	Y	Y
<b>0343</b> Management and Program Analyst	10.14%	0.00%	7	0	Y	Y
<b>0801</b> General Engineering	0.00%	0.00%	0	0	Y	Y
<b>1102</b> Contracting	0.00%	0.00%	0	0	Y	Y
<b>1301</b> General Physical Science	9.09%	0.00%	0	0	Y	Y
<b>2210</b>	0.00%	0.00%	0	0	Y	Y

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

Currently, we do not have relevant applicant pool data to conduct benchmarks.
---

## **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.

The Agency engaged in initiatives designed to ensure PWDs/PWTDs have sufficient advancement opportunities. ERG for PWDs/PWTDs was established and will assist in identifying and addressing barriers for advancement for PWDs/PWTDs. EI held briefing sessions with the ERG Leads and Co-Leads to discuss barriers to advancement for employees with targeted disabilities.

## CAREER DEVELOPMENT OPPORTUNITIES

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

DTRA offers the Competitive Academic Program (CAP), which provides opportunities for civilian employees to pursue an undergraduate or graduate degree with financial assistance from the Agency. In FY20, 6 employees were selected for the CAP and 1 employee was a PWD.

DTRA encourages all employees to apply and participate in our wide array of professional/career development tracks.

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 FY2018 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	8	5	N/A	N/A	N/A	N/A
Mentoring Programs	106	106	N/A	N/A	N/A	N/A
Coaching Programs	N/A	N/A	N/A	N/A	N/A	N/A
Training Programs	11	3	N/A	N/A	N/A	N/A
Detail Programs	N/A	N/A	N/A	N/A	N/A	N/A
Other Career Development Programs	18	12	0	0	2	2

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 0 | No 0 | N/A <b>X</b> |
| b. Selections (PWD) | Yes 0 | No 0 | N/A <b>X</b> |

In FY20, triggers existed for PWD in the career development programs. There were no PWDs who applied and/or selected.

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

- |                      |              |    |     |
|----------------------|--------------|----|-----|
| a. Applicants (PWTD) | Yes <b>X</b> | No | N/A |
| b. Selections (PWTD) | Yes <b>X</b> | No | N/A |

The following is a breakdown by grade levels of PWTDs  
GS13 – 15 participants applied and were selected of which one was PWTD  
GS14 – 30 participants applied and were selected of which three were PWTDs  
GS15 – 19 participants applied and were selected of which one was PWTD

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

Time off awards 1-10 hours: 8.91% for PWDs and .99% for PWTDs.  
Time off awards 11- 20 hours: 12.43% for PWDs and 0.56% for PWTDs.  
Time off awards 21- 30 hours: 12.50% for PWDs and 2.73% for PWTDs  
Time off awards 31- 40 hours: 14.10% for PWDs and 1.96% for PWTDs

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

The Quality Step Increases (QSIs) for PWDs was 5 (7.25%) and one (1.45%) for PWTDs.

If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

a. Other Types of Recognition (PWD)	Yes 0	No 0 N/A <b>X</b>
b. Other Types of Recognition (PWTD)	Yes 0	No 0 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 0	No <b>X</b>
Internal Selections (PWD)	Yes 0	No <b>X</b>

### Grade GS-15

Qualified Internal Applicants (PWD)	Yes 0	No <b>X</b>
Internal Selections (PWD)	Yes 0	No <b>X</b>

### Grade GS-14

Qualified Internal Applicants (PWD)	Yes 0	No <b>X</b>
Internal Selections (PWD)	Yes 0	No <b>X</b>

### Grade GS-13

Qualified Internal Applicants (PWD)	Yes 0	No <b>X</b>
Internal Selections (PWD)	Yes 0	No <b>X</b>

At this time the data is not available.
---

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

### Grade GS-15

Qualified Internal Applicants (PWTD)	Yes 0	No <b>X</b>
--------------------------------------	-------	-------------

Internal Selections (PWTD)	Yes 0	No <b>X</b>
Grade GS-14		
Qualified Internal Applicants (PWTD)	Yes 0	No <b>X</b>
Internal Selections (PWTD)	Yes 0	No <b>X</b>
Grade GS-13		
Qualified Internal Applicants (PWTD)	Yes 0	No <b>X</b>
Internal Selections (PWTD)	Yes 0	No <b>X</b>

At this time the data is not available.

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 0	No <b>X</b>
New Hires to GS-15 (PWD)	Yes 0	No <b>X</b>
New Hires to GS-14 (PWD)	Yes 0	No <b>X</b>
New Hires to GS-13 (PWD)	Yes 0	No <b>X</b>

At this time the data is not available.

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.

New Hires to SES (PWTD)	Yes 0	No <b>X</b>
New Hires to GS-15 (PWTD)	Yes 0	No <b>X</b>
New Hires to GS-14 (PWTD)	Yes 0	No <b>X</b>
New Hires to GS-13 (PWTD)	Yes 0	No <b>X</b>

At this time the data is not available.

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.

Executives

Qualified Internal Applicants (PWD)	Yes 0	No X
Internal Selections (PWD)	Yes 0	No X
Managers		
Qualified Internal Applicants (PWD)	Yes 0	No X
Internal Selections (PWD)	Yes 0	No X
Supervisors		
Qualified Internal Applicants (PWD)	Yes 0	No X
Internal Selections (PWD)	Yes 0	No X

At this time the data is not available.

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.

Executives		
Qualified Internal Applicants (PWTD)	Yes 0	No X
Internal Selections (PWTD)	Yes 0	No X
Managers		
Qualified Internal Applicants (PWTD)	Yes 0	No X
Internal Selections (PWTD)	Yes 0	No X
Supervisors		
Qualified Internal Applicants (PWTD)	Yes 0	No X
Internal Selections (PWTD)	Yes 0	No X

At this time the data is not available.

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 0	No X
New Hires for Managers (PWD)	Yes 0	No X
New Hires for Supervisors (PWD)	Yes 0	No X

At this time the data is not available.

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 0	No <b>X</b>
New Hires for Managers (PWTD)	Yes 0	No <b>X</b>
New Hires for Supervisors (PWTD)	Yes 0	No <b>X</b>

At this time the data is not available.

## 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 **X**      No 0      N/A 0

The Agency converted all hired eligible Schedule A employees with a disability after two years of satisfactory service.

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

In FY20, the number of separations were 156, 39 of which were retirees, 1 removal and 26 were resignations. The total separations for PWDs voluntary were 21 (13.46%) of the workforce.

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 0
Involuntary Separations (PWTD)	Yes <b>X</b>	No 0

There were triggers amongst separations for PWTDS. The PWTD was 1 (.64%).

If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

The Exit survey was revised to include questions for PWD and/or PWTD. The survey was available as of September 2020. No data was captured for PWD and PWTD in 2020. EI will analyze the data annually.

## 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.

<https://www.dtra.mil/Mission/Equity-Diversity-and-Inclusion-Office/>

Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

<https://www.dtra.mil/Mission/Equity-Diversity-and-Inclusion-Office/Accessibility/>

Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

The contracts are reviewed for compliance and web documents are periodically reviewed. We have a Section 508 site on our internet with links to external training materials, FAQs, tips, etc. This serves as a resource for the Agency. <https://dtra1/j6/508/default.aspx>

## 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.)

The average time for reasonable accommodations during the reporting period is 10 calendar days.

Describe the effectiveness of the policies, procedures, or practices to implement the agency’s reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

DTRA’s RA Program provides requests and approval within 10 calendar days. DTRA conducts RA training to managers and supervisors quarterly. The DTRA RA program retain all records of past and present RA requests within the records retention years for trends.

**PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE**

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

DTRA did not receive PAS requests for this fiscal year.

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

**EEO COMPLAINT DATA INVOLVING HARASSMENT**

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

Yes 0No XN/A
2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Yes 0No XN/A

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

There were no discrimination harassment findings based on disability status during the last fiscal year.

## EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Yes 0                      No **X**                      N/A 0

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Yes 0                      No **X**                      N/A 0

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

There were no findings of discrimination based on a failure to accommodate.

## Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

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

Yes 0                      No **X**

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

Yes 0                      No **X**                      N/A 0

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

<b>Trigger 1</b>	<b>Total Disability Workforce</b> <ul style="list-style-type: none"> <li>• DTRA did not exceed the 2% goal for PWTD; Total PWTDs was 24 (1.87%).</li> </ul>
<b>Trigger 2</b>	<b>Separations</b> <ul style="list-style-type: none"> <li>• The percentage of PWDs separation was 21 (13.465) and 1 (0.64%) PWTD.</li> </ul>

<b>Trigger 3</b>	<b>GS-11 to SES Cluster</b> <ul style="list-style-type: none"> <li>The percentage of PWTD in the GS-11 to SES cluster is 19 (1.55%) which falls below the goal of 2%.</li> </ul>			
<b>Barrier(s)</b>	<b>Barriers that impact Advancement Opportunities PWD and PWTD</b> <ul style="list-style-type: none"> <li>The Agency needs to establish advancement opportunities such as specialized training, mentoring programs, career development opportunities, award programs, promotions for PWD and PWTD.</li> <li>Lack of awareness regarding the Schedule A Hiring Authority</li> </ul>			
<b>Objective(s)</b>	Increase the participation, advancement and retention rate of PWTDs within the Agency to meet or exceed the DoD 2% by 2022.			
<b>Responsible Official(s)</b>		<b>Performance Standards Address the Plan?</b> (Yes or No)		
Director, Diversity, Equity and Inclusion Office		No		
Director, Human Resource Directorate		No		
<b>Barrier Analysis Process Completed?</b> (Yes or No)		<b>Barrier(s) Identified?</b> (Yes or No)		
No		No		
<b>Sources of Data</b>	<b>Sources Reviewed?</b> (Yes or No)	<b>Identify Information Collected</b>		
Workforce Data Tables	Yes	MD-715 B Tables - Disability		
Complaint Data (Trends)	Yes	Agency-wide Complaints Data		
Grievance Data (Trends)	No			
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	No			
Climate Assessment Survey (e.g., FEVS)	No			
Exit Interview Data	No			
Focus Groups	N/A			
Interviews	N/A			
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No			
Other (Please Describe)				
<b>Target Date</b>	<b>Planned Activities</b>	<b>Sufficient Staffing &amp; Funding</b> (Yes or No)	<b>Modified Date</b>	<b>Completion Date</b>

05/2020	EEO will create a Recruitment and Outreach plan for PWDs and PWTDs and share with HR.	Yes		08/2020
05/2021	Coordinate a discussion with HR regarding the Career Development program and the need to track PWDs and PWTDs.	Yes		Ongoing
6/2020	Update the EEO external website to include 504/508 complaint information in the Disability Outreach section.	Yes		09/2020
6/2020	EEO and HR will track all Schedule A appointments to determine whether they are converted into the competitive service, and for those not converted, reasons why.	Yes		12/2020
11/2020	Partner with HR to conduct at least two Disability Brown Bag sessions to inform supervisors of the program and how to hire a student/PWDs.	Yes		11/2020
09/2020	Based on triggers identified involving separations of PWDs and PWTDs at DTRA, EI will collaborate with HR to revise the exit survey questions to ensure the questions include recruitment, inclusion, retention and the advancement of IwDs.	Yes		09/2020
06/2021	Utilize the OPM Feds Hire Vets website for ideas on how to reach Veterans and disabled Veterans.	Yes	09/2021	In Progress
07/2021	Conduct trend analysis to identify triggers for MCO new hires and qualified internal applicants for PWDs and PWTDs.	Yes	12/2021	Ongoing Collaboration with IWD ERG
07/2021	Collaborate w/HR to identify whether triggers exist within the Career Development Program for PWDs and PWTDs.	Yes	12/2021	Ongoing Collaboration with IWD ERG
08/2021	Examine the Awards Program to identify triggers for PWDs and PWTDs.	Yes	12/2021	Ongoing Collaboration with IWD ERG
<b>Fiscal Year</b>	<b>Accomplishments</b>			

FY2020	<p>In FY20, the EI Office continued to manage the WRP. Three college students were hired for temporary summer employment and were placed in various Directorates utilizing their skills to support the mission. Two WRP interns were permanently hired into government positions.</p> <p>The Agency partnered with the Department of the Blind and Vision Impairment (DBVI) and the Department for Aging and Rehabilitation Services (DARS) to host a virtual training for the workforce.</p> <p>The EI Office hosted a Disability Awareness and Etiquette Training to educate the workforce on the Disability laws that support IwDs from being discriminated against, different hiring authorities for IwDs, reasonable accommodations, and areas that are required by law, and the proper ways to interact with IwDs.</p> <p>The EI Office hosted a Veterans Day Celebration to honor Veterans in the Agency for their service. The theme was, “Honoring Those Who Served.” SgtMaj Michael Mack, guest speaker, shared stories of his success and determination with thought provoking topics on Teamwork, Peace, Joy and Purpose. A video was created to celebrate the accomplishments of Veterans and to reflect on the services they provided.</p> <p>The EI Office created two toolkits (Veterans Employment and Workforce Recruitment Program (WRP)) for Supervisors and Managers to assist in understanding the special hiring authorities, bring awareness of the programs and the benefits to the interns in the Agency. The WRP toolkit has been provided to IWD ERG to utilize when conversing with Managers and Supervisors.</p> <p>The EI Office developed a Recruitment and Outreach Plan. The plan included information for IWDs to include schools, universities and institutions for partnership and recruitment of IWDs/IWTDs.</p> <p>The EI Office informed Schedule A applicants on the hiring process and provided them with a Schedule A Fact Sheet. Also, the Special Emphasis Program Manager held telephone conversations with Schedule A applicants to discuss the Schedule A hiring process.</p>
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4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

5. For the planned activities that were completed, please describe the actual impact of those

activities toward eliminating the barrier(s).

DTRA hired two WRP students and one was converted to full-time employee using the Schedule A Hiring Authority for DTRA. The Special Placement Program Coordinator provided information and guidance to individuals seeking employment. Documents were submitted to HR Hiring Managers for consideration.

6. 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.

For FY2021, the Agency has identified new planned activities and continue to address the deficiencies in their Affirmative Action Plan.



## Section II

## 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 (Fed 9):** 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.

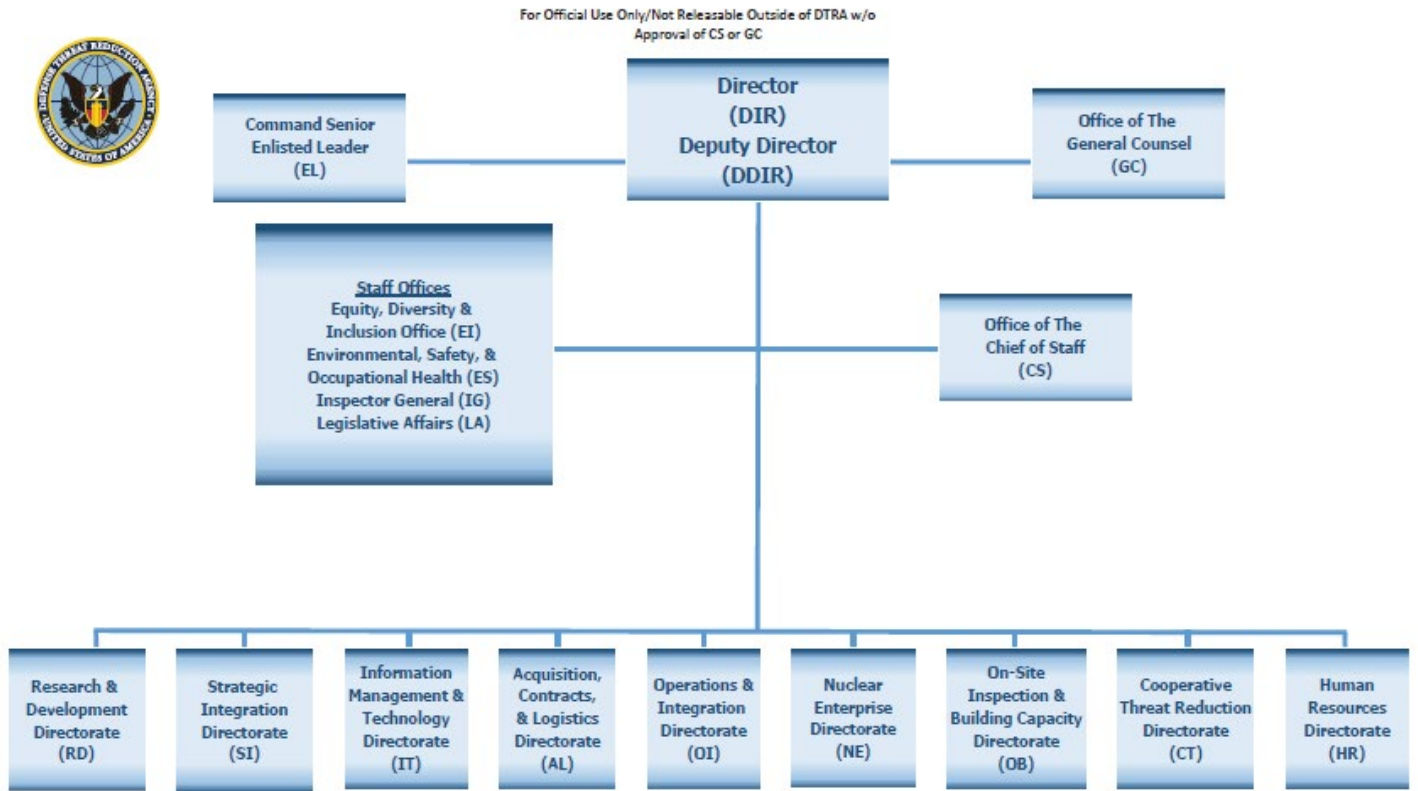
**Technical Assistance:** Training, assistance or guidance provided by the EEOC in writing, over the telephone or in person.

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

## APPENDIX B

### Organizational Chart

# DTRA Organizational Chart



as of 7/6/2020