

FY 2019 STATUS REPORT FY 2020 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

MANAGEMENT DIRECTIVE 715

FISCAL YEAR (FY) 2019

PREPARED BY

EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS OFFICE

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EEOC FORM 715-01 PART A-D	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
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DEFENSE THREAT REDUCTION AGENCY (DTRA)	FY2019
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For period covering October 1, 2018 to September 30, 2019

Part A - Department or Agency Identifying Information

Agency	Second Level Component	Address	City	State	Zip Code	Agency Code	FIPS Code
DTRA	Not Applicable	8725 John J. Kingman Road	Ft. Belvoir	VA	22060	DD61	

Part B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees	1369	47	1416

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

Agency Leadership	Name	Title
Head of Agency	Mr. Vayl S. Oxford	Director
Head of Agency Designee	Mr. Vayl S. Oxford	Director

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

EEO Program Staff	Name	Title	Series	Pay Plan and Grade	Phone Number	Email Address
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	Phil Ellis	Informal Complaint Program Manager	0260	GS-13	571-616-6251	Phillip.t.ellis.civ@mail.mil
Diversity & Inclusion Officer	Denise Lewis	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		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		GS-12	571-616-6422	Cheryl.b.williams - payton.civ@mail.mil
Reasonable Accommodation Program Manager	Mary Lewandowski	RA Program Manager	201	GS-12	571-616-4802	Mary.h.lewandowski.civ@mail.mil
Anti-Harassment Program Manager	Claudette Persaud	Anti-Harassment Program Manager	260	GS-13	571-616-5112	Claudette.p.persaud.civ@mail.mil
ADR Program Manager	Phil Ellis	ADR Program Manager	260	GS-13	571-616-6251	Phillip.t.ellis.civ@mail.mil
Compliance Manager	Richard Conyers	Formal Compliant Program Manager	260	GS-14	571-616-5720	Richard.F.conyers2.civ@mail.mil

Principal MD-715 Preparer	Denise Lewis	AEP Program Manager	260	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, etc.).

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

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

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

In the table below, the agency must submit these documents with its MD-715 report.

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

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

Did the agency submit the following optional documents?	Please respond Yes or No	Comments
Federal Equal Opportunity Recruitment Program (FEORP) Report	YES	
Disabled Veterans Affirmative Action Program (DVAAP) Report	YES	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	YES	
Diversity and Inclusion Plan under Executive Order 13583	NO	Implementing the D&I Strategic Plan in FY2020

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
Accomplishments**

For the period covering October 1, 2018 to September 30, 2019

EXECUTIVE SUMMARY

Part E.1 - Executive Summary: Mission

AGENCY MISSION

The Defense Threat Reduction Agency enables the Department of Defense, the United States Government and International partners to counter and deter weapons of mass destruction and improvised threat networks. DTRA carries out its mission by providing subject matter expertise and material solutions to Combatant Commanders and military Services across a number of mission areas including the nuclear enterprise, building partnership capacity, treaties and on-site inspections, and countering threat networks.

DTRA is a Combat Support Agency and a Defense Agency with a three-pronged mission:

1. ensure the U.S. military maintains a safe, secure, effective and credible nuclear weapons deterrent;
2. counter the threats posed by the full spectrum of weapons of mass destruction (WMD), including chemical, biological, radiological, and nuclear weapons capable of a high order of destruction or causing mass casualties;
3. enable the Combatant Commanders and other partners to counter and deter improvised threat networks through shared situational understanding, analytic and advisory support, and delivery of technical capabilities.

DTRA is organized into nine Directorates, Research and Development Directorate (RD), On-Site Inspection and Building Capacity Directorate (OB), Nuclear Enterprise Directorate (NE), Cooperative Threat Reduction Directorate (CT), Acquisition, Contracts, and Logistics Directorate (AL), Information Management and Technology Directorate (IT), Human Resources Directorate (HR), Operations and Integration Directorate (OI), Strategic Integration Directorate (SI) and its supporting Staff Offices. DTRA's Headquarters is located at Fort Belvoir, Virginia. The Agency also has Regional Offices located throughout various geographical locations: Germany, Albuquerque (ABQ), Eglin, and Travis.

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

EQUAL OPPORTUNITY & DIVERSITY PROGRAMS OFFICE

Mission Statement – The EEO mission is to create and sustain an inclusive work environment that aligns with DTRA’s mission.

Values – Our team is:

Trustworthy – Do the right thing, the right way, for the right reason, regardless of the circumstances or consequences.

Empowered – Foster a capable workforce trusted to take personal initiative, enabled and supported by leadership.

Agile - Be risk-tolerant and operate at the speed of relevancy.

Mission-Focused – Understand and meet the operational needs of those we support.

Innovative – Boldly develop creative solutions to tough problems with license to fail, learn, and succeed along the way.

Selfless – Collaborate with and support our partners and each other, always putting the mission first.

EEO Office Structure - The Equal Opportunity and Diversity Programs Office (EEO) is comprised of the following: Affirmative Employment; Alternative Dispute Resolution (ADR); Complaints and Compliance; Diversity and Inclusion (D&I); Federal Employee Viewpoint Survey (FEVS), Anti-Harassment Program (AHP), Special Emphasis Programs (SEP), EEO/EO Training; Sexual Assault Prevention and Response (SAPR) and conducting Climate Assessments. The current staff consists of an EEO Director, two EEO Managers, five EEO specialists and one EEO Assistant.

SIX ESSENTIAL ELEMENTS ACCOMPLISHMENTS –

DTRA is seeking to fulfill the United States Secretary of Defense (SECDEF) Lines of Efforts:

1. Build a more lethal force
2. Strengthen alliances and attract new partners
3. Reform the Department

Essential Element A:

DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP

Agency Realignment: In FY2019, the Agency aligned with the National Defense Strategy (NDS), focusing on the three key tenets (listed in the Agency’s mission) and amplifying our relationships with the warfighter. We have also realigned our organization to posture for the changing strategic environment and increased demand from the Combatant Commands (CCMDs) for our support. The overarching goal was to integrate our operations and strategic functions and create cross-functional country teams that focus on the NDS-identified threat actors. We accomplished this by expanding our

operational analysis functions across the counter-WMD (CWMD) and counter improvised threats missions. This new approach ensures the agility to address the emerging needs of the warfighter, while maintaining a steadfast and globally integrated focus on supporting the overarching objectives of the NDS."

Mentoring Program: DTRA's Mentoring Program grows internal talent and increases the overall communication and collaboration across the Agency as a premier model program for DoD. The FY2019 program consisted of 111 civilian employees. Among our mentors were 13 Senior Executive members. DTRA Senior Leaders played an active part in the program by hosting brown bags and participating in key program activities. Senior leaders met with mentees on a regular basis in a relaxed environment to discuss key points centered around the program's featured book, "Becoming a Person of Influence," by John C. Maxwell. The program hosted a workshop that focused on "Increasing your Circle of Influence", where the speaker helped mentoring participants become stronger leaders through ownership, focus, and commitment. The participants also participated in a "Communicating with Style" session where they explored strategies for building and enhancing productive relationships. A new feature in FY2019 was our Mentoring Cafés, which allowed mentees to share ideas and best practices with their fellow mentees. We offered a similar session for mentors. The DTRA Director showed his support by meeting with the participants to share mission updates and provided an opportunity for them to ask questions in a casual setting.

Leadership Development Program (LDP): In FY2019, DTRA allocated funding to each Directorate, in proportion to its size, to execute individual training plans and provide opportunities to attend core leadership development courses. Participation in competitive programs increased from FY2018 by approximately 75%. Applicants were subject to a thorough 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 directorate in addition to an advisor from the EEO Office. The LDC reviews, rates, and ranks applications based on a standardized application criteria. A panel of senior leaders then interviews the top candidates. Non-selects are afforded the opportunity to gain feedback on their submission and results to learn from the experience and ensure transparency in the process. Opportunities for participation in programs are provided for all levels of employees from Junior to Senior Executive.

Federal Employee Viewpoint Survey (FEVS): EEO administered the FY2019 FEVS and briefed the DTRA Senior Leaders and Directorates to communicate the Agency's employee engagement results. Some of the highlights showcased how the Agency employees loved the mission, 96% expressed that they are willing to put in the extra effort to get the job done. Employees (95%) also indicated that they are always looking for better ways to do their jobs and 88% of DTRA employees felt that the organization is prepared for potential security threats. The most notable change was the positive trend concerning "poor performers". Employees (41%) indicated steps are taken to deal with poor performers, an increase of +5% from 2018; employees (56%) felt that they are recognized for doing a good job, an increase of +5% from 2018. Employees (45%) also felt that differences in performance are recognized in a meaningful way, also a +5% increase from 2018. Additionally, there was a +4% increase from 2018 for the following questions; employees (71%) indicated that prohibited practices are not tolerated; and 67% of the employees understood what was needed to be rated at different performance levels.

Climate Assessment: As a result of the Office of Personnel Management (OPM), Federal Employee Viewpoint Survey (FEVS), the Agency Director instructed the EEO Office to aggressively address the FEVS workplace issues and identify Agency-wide trends. During FY2019, the Proactive Prevention Team utilized the DTRA High Negative and Trailing scores to develop and administer an Agency-wide

Climate Assessment for 10 Agency Directorates to identify blind-spots and trends. Additionally, EEO solicited inputs and recommendations from each Directorate to address the issue of poor performers and develop best practices for employee engagement.

Essential Element B:

INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION

Minority Serving Institutions: The Pacific Northwest National Laboratory (PNNL) and DTRA are collaborating to create opportunities for diversity students in STEM, Foreign Affairs, and Political Science fields. The Diversity Internship for DTRA (DID) welcomes students currently attending a minority-serving institution (MSI) who are excited about tackling hard problems in national security and applying cutting-edge research to make our nation safer and stronger. Internships are for 8-12 weeks during the summer and are available in Richland, WA. Travel and housing assistance for the interns is also provided. For FY2019, DTRA sponsored five DID interns and plans to increase that number in the future. As part of our agreement with PNNL, the program manager engaged with MSIs and HBCUs across the country to attract the best possible candidates for the program and for potential future employment with DTRA.

EEO Director Involvement: The EEO 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 EEO Director attended bi-weekly Director's staff meetings and continued to participate in various forums throughout the Agency, e.g., the Director's Intelligence Brief (DIB) creating a more engaged working relationship with senior leaders. The EEO Director and the Affirmative Employment Program Manager presented the annual State of the Agency briefing to the Director and Senior Officials. The presentation covered an overall assessment of the Agency's performance in each of the six essential elements as well as EEO FY2020 initiatives to gain Leadership buy-in and support.

EEO Office provided several briefings at various Directorates All-hands and conducted training (i.e., Sexual Harassment, Generations in the Workplace, Sexual Assault, Bullying and FEVS). The Agency continued to secure funding, to ensure compliance on EEO programs such as, Special Emphasis, Diversity and Inclusion, Sign Language Interpreters (SLI), staff training, and contracts for Investigations and Court Reporting services.

Albuquerque (ABQ) C.U.L.T.U.R.E Initiative: In FY2019, DTRA ABQ implemented its C.U.L.T.U.R.E. initiative.

- **Care** – Care about what you do every day. Care about each other.
- **U** – You are the most valuable Agency's asset.
- **Learning** – Learn from what we do wrong and what we do right.
- **Teamwork** – Teamwork is the individual commitment to the group effort.
- **Us** – We are in this together.
- **Results** – We are a results oriented Agency.
- **Excellence** - We strive for this in everything we do.

The acronym is a quick focal point and a reminder of the importance of building and enhancing an inclusive culture. Throughout the year, ABQ promoted its C.U.L.T.U.R.E. Conversations through monthly emails as well as hosted various presentations and trainings such as: True Colors Assessment, Generations in the Workplace Panel Discussion and Implicit Bias training to promote and enhance

employee engagement. In addition, ABQ conducted three EEO for Newcomers and three Civil Treatment Training sessions for the workforce.

Historically Black Colleges & Universities/Minority Serving Institutions (HBCUs/MSIs): The Research and Development Directorate conducted the following initiatives with Historically Black Colleges and Universities/Minority Serving Institutions (HBCU/MI):

- **Chemical and Biological Technologies Department (RD-CB)** Engaged Towson University to discuss Science and Technology opportunities and DTRA partnership with Principal Investigators, researchers and students to promote employment opportunities and the use of the USA Jobs website. CB also funded and facilitated placement of four student interns and three faculty researchers from HBCU/MI's. Interns and faculty researchers engaged in Counter Weapons of Mass Destruction (CWMD) research and experiments over the period of a University Semester.
- **Counter WMD Technologies Department (RD-CX)** conducted sensing sessions for female and minority employees at the Department and the Division level and designated specific opportunities for female and minority employees, recognizing a need to focus attention and help to ensure discussions can occur in an environment of non-attribution. Also, CX was committed to integrating EEO by utilizing diverse hiring panels (male/female representation) as well as redacted all applicants' names from their resumes so all resumes read as gender neutral which promoted an objective evaluations on candidate skills and qualifications ensuring fair hiring practices.
- **Enabling Capabilities Department (RD-EC) leaders along with ABQ EEO** presented DTRA-ABQ technical capabilities at the Kirtland Air Force Base Hispanic Heritage Event. This event was held jointly with Sandia National Laboratories on Kirtland Air Force Base. DTRA presented its capabilities in seismic/acoustic monitoring and unmanned aerial vehicles.

Essential Element C:

MANAGEMENT AND PROGRAM ACCOUNTABILITY

Disabled Veterans Affirmative Action Program (DVAAP): The report was submitted on October 29, 2019, to the Defense Civilian Personnel Advisory Service. The following accomplishments were highlighted in the report:

- **Workforce Recruitment Program (WRP):** WRP continues to be a success in FY2019. The Engineering and Logistics Department (AL-EL) Department hired three WRP students/ employees and five Pathway student interns; seven Veterans and one WRP student into permanent positions through various hiring authorities. This inclusive effort brought new ideas and perspectives, diverse thinking that allow AL-EL to overcome challenges while providing innovation.
- **Veterans Recruitment:** DTRA continues to recruit Veterans, especially those who are 30 percent or more disabled. At the end of FY2019, DTRA employed 1,413 of which 781 (55%) are Veterans. Of the 781 Veterans, 56 (7%) are identified as disabled Veterans, and 117 (15%) are identified as 30% or more disabled Veterans. In FY2019, there were a total of 189 new hires, 101 (53%) of the new hires were Veterans and 18 (10%) were identified as 30% or more disabled Veterans.
- **Reasonable Accommodation (RA) and Section 508 Compliance:** The Agency processed 33 RA requests, which included a combination of assistive technologies, sit/stand workstations, chairs, keyboards, flexible work schedules, and medical telework. The HR worked closely with the Information Technology Directorate and Building Manager to provide the approved accommodations for individuals, such as 15 sit/stand workstations, one heater and 11 ergonomic chairs.

Federal Equal Opportunity Recruitment Program (FEORP): The EEO Office and the HR Directorate collaborated on the FEORP submission in November 2019. The report included the Agency’s promising practices, strategies, and activities related to Hiring Authorities, Hispanic Employment, Mentoring, Training, Career Development, and Recruitment of Individuals with Disabilities. The following accomplishments were highlighted.

- **Develop Strategic Partnership with Academic Institutions and Associations:** To further programmatic success, DTRA is bolstering existing well-established outreach relationships while building new relationships and partnerships for recruitment opportunities. The Agency already works with hundreds of identified schools/universities, specifically targeting career services, faculty members, student organizations, and clubs, etc. to facilitate targeted recruiting and outreach efforts. Additionally, providing opportunities for students, Career Services staff, and faculty members to visit DTRA work sites to observe firsthand the exciting mission tasks being accomplished by the Agency.
- **Collect and Analyze External Applicant Flow Data:** 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 racial demographics of applicants and conduct outreach to ensure DTRA current recruiting practices include a diverse pool of qualified jobseekers.

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

- **Women’s History Month:** The guest speaker for this observance was Ms. Kim Parker from PEW Research Center, she discussed “*Women’s Trends, Experiences and Attitudes in the Workplace.*” She presented statistical data about Women in Leadership, Gender Pay Gap, Me Too Movement, and STEM. The presentation was well received and approximately 90 employees were in attendance.
- **LGBT Month:** The theme for the event was “*Looking Back, Moving Forward.*” The 50th anniversary of the Stonewall uprisings in New York, and the birth of the modern Pride movement. Our guest speaker, Ms. Mary Ann Murdoch, a 24-year Veteran, returned from the Army with a secret that could have cost her everything. Ms. Murdoch discussed her transition from a male to a female, four years after her retirement from the Army, and some of the challenges she experienced during the transition. Approximately 108 employees were in attendance.
- **National Disability Employment Awareness Month (NDEAM):** The Agency hosted the Disability Awareness Employment Month Observance with the theme, “The Right Talent, Right Now.” There were a series of events during the month of October. The kick-off event was led by Lieutenant General Rogers, the Agency’s Deputy Director. The second week, two representatives from the Computer/Electronic Accommodations Program (CAP) conducted training to educate the workforce on the benefits of utilizing CAP to support the Agency’s Reasonable Accommodation (RA) needs. The Agency also co-hosted the NDEAM Program with the Defense Logistics Agency – and our guest speaker was Colonel (Ret.) Gregory Gadson. We concluded the month with a Disability Etiquette Training course to educate the workforce on the proper ways to interact with IwDs and IwTDs.

Essential Element D:

PROACTIVE PREVENTION OF UNLAWFUL DISCRIMINATION

Anti-Harassment Program (AHP): The EEO Office continues to build and strengthen its AHP, by established a tracking system to ensure all cases are promptly initiated within 10-days. In FY2019, the AHP tracked 20 cases and ensured two successful mediations were conducted to resolve workplace disputes at the lowest level. In addition, the team continues to develop tools and resources to engage Managers, Supervisors and Employees on the AHP.

Issuance, Policies and Procedures: In FY2019, EEO examined, concurred and/or provided comments on Defense of Defense (DOD) Instructions and Human Resources Issuances regarding management/personnel policies, procedures and practices through the DTRA Enterprise Information System (EIS). EEO reviewed and provided feedback for the following policies and procedures:

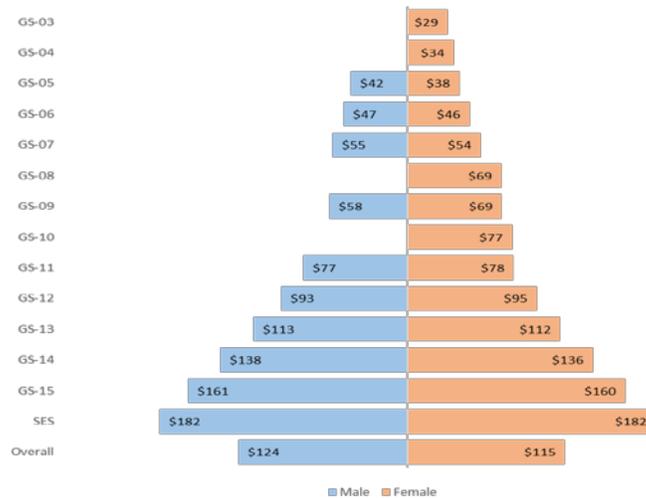
Instructions/Directives:

- DTRA Instruction 1025.3 - Fellowship Program
- DTRA Instruction 1400.27 - Merit Promotion Plan Change
- DTRA Instruction 1430.2 - Student Loan Repayment Program
- DTRA Instruction 1200.1 - Military Reserve Program
- DTRA Instruction 3001.1 - Detail of Civilian Personnel
- DTRA Instruction 1400.27 - Merit Promotion Plan
- Department of Defense Directive 5105.62 - Defense Threat Reduction Agency
- DTRA Directive 1310.2 - Senior Service Advisors
- DTRA Instruction 1400.28 - Performance Management Program Civilian Personnel
- DTRA Instruction 1438.1 - Federal Employee's Injury Compensation Program
- DTRA Instruction 1400.25-610 - Civilian Hours of Duty
- DTRA Instruction 1400.25-630 - Leave of Civilian Personnel (Surge)
- DTRA Directive 1100.01 - Human Resources Policy Board
- DTRA Instruction 7230.1 - Professional Liability Insurance (PIL)
- DTRA Directive 3005.2 - Deployment of Service Members and Civilian Employees in Support of Military Service Operational Requirements and/or Reserve Activations
- DTRA Instruction 1100.2 - Telework Program
- Formal Coordination of DoDI 1350.02 - DoD Military Equal Opportunity (MEO) Program

DoD Instructions:

- FY2018 - DoD Civilian Employee Workplace and Gender Relations Report
- Formal Coordination of DoDI 1020.EM - DOD Employee Anti-Harassment Program
- Formal Coordination of DoDI 1020.EM - DOD Employee Anti-Harassment and Response for DoD Civilian Employees
- Formal Coordination DoDD 1401.03 - DoD NAF Employee Whistleblower Protection
- Formal Coordination of DoD Instruction 1402.05 - Background Check on Individuals Providing Care and Services to Children in DoD Programs
- Congressional Report: FY2018 DoD Civilian Employee Workplace and Gender Relations Report

Women's Pay Study:



The study was conducted to determine triggers in regards to Women in the DTRA workforce. We examined pay grades from GS-3 to SES and the study revealed that 96% of DTRA personnel are between the GS-11 to GS-15 grade levels. On average, women are comparative with men in pay but make 7.3% (\$9K) less than men overall. The gap is explained by the fact that 33% of women at DTRA are in GS-14 and above positions compared to 48% of men. Additional data mining will be conducted in FY2020.

EEO Training: In FY2019, the EEO Office proactively sought to enhance training efforts. The breakdown as follows:

Mandatory EEO Training	FY2018 Participation	FY2019 Participation
EEO Newcomers for Employees	316	335
Civil Treatment/Supervisors Training	46	102
Additional EEO Training		
EO Onboarding	147	127
Diversity Training	0	25
Mandatory Online EEO Training		
No FEAR		
Prevention of Sexual Harassment (POSH)		
ABQ Classroom Training		
EEO for Newcomers	35	39
SAPH	0	39
Implicit Bias	0	12
Civil Treatment for Leaders	17	59
Civil Treatment for Employees	0	17
Total	561	755

In FY2018, the EEO Office hired someone to enhance training coordination efforts and in FY2019, EEO increased the number of courses being offered. EEO provided training to all the remote locations

(Germany, Eglin and Travis). EEO and Diversity Training was also provided to Directorates and/or Divisions by request.

Inspector General (IG) Office: In FY2019, IG assisted employees with allegations of possible climate, diversity, or discrimination concerns and held discussions with EEO to address related cases. IG received 111 contacts, of which approximately 30 were Whistleblowers and 19 involved EEO and climate concerns. The IG also ensured the two hiring actions it conducted this FY were racially diverse and in one case the hiring panel was both gender and racially diverse. Additionally, the IG rapidly implemented processes to meet the Director's charge to improve climate challenges across the Agency, by creating a synergistic interface and partnership with the EEO. The IG was able to implement individual directorate reviews, offering senior leaders early indicators that headed-off potential problems. In addition, IG continued its monthly "Blotter" updates for the Director and respective Directorate leaders where IG-related activities were addressed to include matters involving climate, diversity, and/or discrimination. IG also conducted monthly meetings with the EEO, General Counsel (GC), Security and Counterintelligence Department, and HR to review personnel concerns that potentially contained an EEO nexus and met to ensure there was a process to elevate internal investigations to DTRA Leadership. Finally, IG personnel attended multiple EEO and Diversity Office functions and afterwards discussed topics within the office and potential impacts and proper responses.

Essential Element E: EFFICIENCY

Complaints & Compliance: In FY2019, the EEO Office handled 20 Informal complaints, nine individuals either withdrew or did not file a complaint and 11 individuals filed Formal complaints of discrimination. Two of the 11 complaints were closed by issuance of a Final Agency Decision (FAD). There were four Agency Settlement Agreements and two Final Agency Orders. In FY2019 the Agency had one finding of discrimination based on Retaliation.

In reviewing the complaint trends, the Agency continues to process an average 23 complaints annually and out of the 23 complaints approximately 11 individuals have filed a Formal complaint. However, the data also reveals that the Informal/Pre-Complaints are being proactively resolved at the lowest level. The data is slightly skewed based on a significant increase in complaints in FY2018. In FY2018, the Agency Director sent an email to all employees articulating that he would not tolerate Harassment or Retaliation and encouraged employees to address the behavior(s) with the EEO or IG Office. See Figure 1.

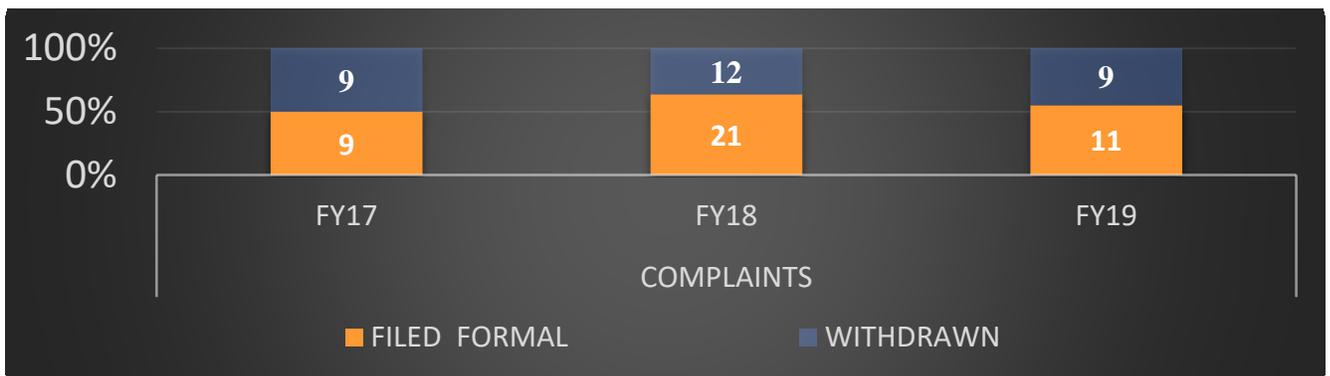


Figure 1: Informal and Formal Complaints

Reprisal continues to be one of the leading basis for filing a discrimination complaint in FY2018-2019. In addition, Harassment (Non-Sexual) and Race complaints were the second basis for allegations of discrimination. In FY2017-2019, trends indicated most of the Agency complaints were filed based on Reprisal (22), Harassment (20), Race (16), Sex (16) and Age (12). See Figure 2.

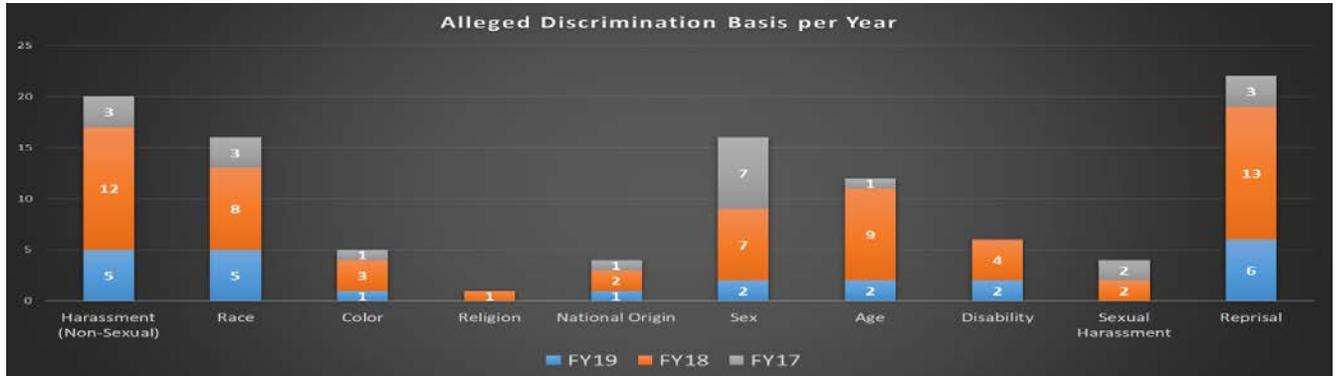


Figure 2: Basis of Discrimination FY2017 – FY2019

In FY2018 - 2019, the Agency began closing more cases. In FY2017 - 2019, The Agency implemented 14 (52%) Final Agency Orders; issued eight (30%) Final Agency Decisions and coordinated five (18%) Settlement Agreements.

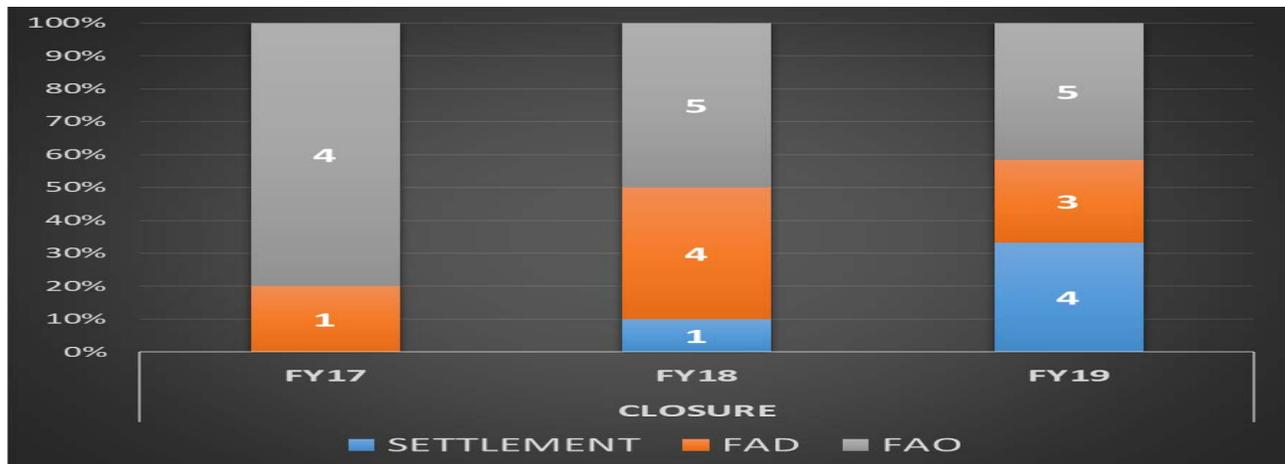


Figure 3: Settlements and Closures

Alternate Dispute Resolution (ADR): Meditation was offered to all aggrieved employees during the EEO Informal complaint process by the EEO Counselor during the initial counseling phase. The EEO counselor informed all aggrieved employees of the benefits of mediation and emphasized how the mediation process is confidential, voluntary and allows disputes/issues to be handled swiftly to get matters resolved. Several employees sought mediation but the Responsible Management Official (RMO) declined the request. Zero EEO Meditations were conducted in FY2019.

Mediation was offered eight times out of the 14 Anti-Harassment cases initiated in FY2019. Mediation was conducted twice and both matters were successfully resolved at the lowest level. The EEO Office provided an informative mediation brochure during the Equal Opportunity Newcomers Training, On-Boarding for New Employees, and during EEO Training for Supervisors. We also ensured the same brochure is in our EEO Counseling Packets as well as on our DTRA1 EEO website, readily available to the workforce. The mediation process is a vital part of the training curriculum that we offer.

Complaint Funding: During FY2019 there were 16 investigations conducted. There were two successful Anti-Harassment mediations and the EEO Office provided Court Reporting services for two cases. The following table below reflects the fiscal year expenditures.

COMPAINT PROCESSING EXPENDITURES		
INVESTIGATIONS	MEDIATIONS	COURT REPORTING
\$74,650.00	\$3,880.00	\$3,910.57
	TOTAL EXPENSE	\$82,440.57

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

EEO fully complied with all laws, including EEOC regulations, Orders, Decisions and Settlement Agreements. The EEO Director and Complaints Team regularly interacted with the Agency’s Office of General Counsel (OGC) on EEO Complaint matters and in particular legal sufficiency reviews. The Agency submitted all mandatory EEO annual reports in a timely manner.

Date Submitted	Report Title
March 2020	Alternative Dispute Resolution Report
October 29, 2019	Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (462 Report)
November 4, 2019	Civil Rights Reports Age Discrimination Act Report and Executive Order 13160 Report
January 2020	NO FEAR Report

EEO ensured compliance with EEOC Administrative Judges and/or the Office of Federal Operations (OFO) Decisions. The Agency’s Settlement Agreement process ensured timely compliance with all terms and conditions to include an appropriate clause regarding breaches. In FY2019, \$107,867.20 was attributed to Attorney fees. Settlement Agreements also increased significantly in FY2019 because more Hearings were conducted.

Settlement Claims	FY2017	FY2018	FY2019
Totals	\$52,583.35	\$42,514.84	\$353,867.20

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

At the end of FY2019, the total workforce (permanent and temporary) was comprised of 1,416 civilians spanning 14 locations worldwide. The total population increased from 1,365 to 1416 representing a positive net change of 51 (3.74%). The overall workforce consists of 930 (65.68%) Males and 486 (34.32%) Females. The 2010 Civilian Labor Force (CLF), the percentage of Males is 51.86% and Females is 48.14%.

DTRA Permanent Workforce Compared to CLF:

Race/Ethnicity	Males Total	%	CLF % Males	Females Total	%	CLF% Females	Total
Hispanic	56	3.95	5.17	29	2.05	4.79	85
White	694	49.01	38.33	284	20.06	34.03	978
Black	122	8.62	5.49	132	9.32	6.53	254
Asian	44	3.11	1.97	32	2.26	1.93	76
Native Hawaiian/Other Pacific Islander	2	0.14	0.07	3	0.21	0.07	5
American Indian/Native American	6	0.42	0.55	2	0.14	0.53	8
Two or More Races	6	0.42	0.26	3	.21	0.28	9
Total	930	65.49	51.84	486	34.51	48.16	1416

Male Hispanic, American Indian/Native American and Female Hispanic, White, American Indian/Native American and Two or More Races categories had a low participation rate when compared to the CLF.

SUMMARY OF AGENCY ACCOMPLISHMENTS ARE AS FOLLOWS:

PART H Summary: Based on the Part G - Self-Assessment review, the Agency corrected the following deficiencies.

Closed/Resolved Deficiencies		
Element A: Demonstrated Commitment from Agency Leadership		
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:	The EEO Office developed and launched its new EEO External Website with contact information for the EEO Director and a description of the following areas: Complaints, Anti-Harassment, Special Emphasis, Diversity, Disability and Federal Employee Viewpoint Survey. All of EEO Annual Reports, Policy Statements and the Affirmative Action Plan was posted to the external website.
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and Director? [see 29 C.F.R § 1614.102(b)(7)]	
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)]	
Element B: Integration of EEO Into The Agency’s Strategic Mission		
B.1.c	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	In FY2019, EEO presented the State of the Agency Brief to our Senior Leaders.

	“yes”, please provide the date of the briefing in the comments column.	
B.3.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.	The EEO Office revised the Agency FY2018 - 2022 Strategic Plan to include the following EEO and Diversity Language - Value Empowered: <i>Sustain Dignity and Respect by fostering an inclusive, engaged and capable workforce, trusted to take personal initiative, enabled and supported by leadership.</i>
Element C: Management and Program Accountability		
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process?	In FY2019, the Agency has conducted all harassment allegations promptly within the 10-day timeframe.
C.4.e.2	Does EO collaborate with HR to develop and/or conduct outreach and recruiting initiatives?	In FY2019, EEO and HR worked closely to develop and execute recruitment and outreach strategies and events.
Element D: Proactive Prevention		
D.4.a	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.	The EEO Office has ensured that the Affirmative Action Plan for IwDs was posted on the external website. The internet address is: https://www.dtra.mil/DTRA-Mission/Reference-Documents/DTRA-No-Fear-Act/ .
Element E: Efficiency		
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	In FY2019, EEO timely issued all Final Agency Decisions.
E.2.d	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)]	EEO and the Office of General Counsel agreed to have a different attorney review Final Agency Decisions.
E.4.a.4	External and internal applicant flow data concerning the applicants’ race, national origin, sex, and disability status? [see MD-715, II(E)]	In FY2019, EEO received direct access to the Applicant Flow Data from Office of Personnel Management’s USA Staffing Managers system to begin examining Race and Gender information and to identify barriers.

The following are the Agency current Deficiencies.

Current Deficiencies		
#	Element #	Deficiencies
1	B.3.a	Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?
2	C.2.e.6	Does the agency’s training material on its anti-harassment (AH) policy include examples of disability-based harassment?
	E.4.a.6	Does the agency have an accurate data collection systems in place to evaluate the processing of complaints for anti-harassment program?
3	D.1c	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?
4	D.2.a	Does the agency have a process for analyze and identify barriers that may exclude EEO groups?
	D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups,

		union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups?
5	E.4.a.3	Does the agency have systems in place to accurately collect, monitor, and analyze Recruitment activities to evaluate EEO efforts?
6	E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces.
	E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program?
	E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size?

PART I Summary: The Agency has the following workforce deficiencies according to the Civilian Labor Force data; **Women, Hispanics and Individuals with Disabilities** have low participation rates.

This year the EEO Office achieved the following:

- Initiated a Women Pay Equity Study to identify gender pay gaps
- Conducted Culture Conversation in ABQ with the Hispanic Working Group
- The Disability Program Coordinator created a Disability Strategic Action Plan

In FY2020, EEO will finalize the ERG charter and establish its Agency-wide Employee Resource Groups (ERGs) to assist in engaging employees and carrying out the Agency's strategic goals and priorities. The ERGs will:

- Improve the corporate culture
- Assist with Special Emphasis events and support D&I goals
- Contribute to the success of the Agency through diverse ideas
- Aid in the Agency recruitment efforts of diversify applicant pool
- Create a climate to enhance employee engagement and retention
- Foster employee connectivity and professional development through support of Mentoring, networking and workshops

EEO will continue to engage SESs to serve as ERG champions for the following groups: Hispanics, Women, African American, Native American, Asian, American/Pacific Islander, Individuals with Disabilities and Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex and Advocate.

PART J Summary: The overall IWDs percentage was 11.37% (161), which is below the 12% benchmark. In FY2019, 50 individuals retired and 11 were IWDs (.22%) and 158 separated and 21 were IWDs (13.29%).

The overall IWTDs percentage was 1.55% (22), which is below the 2% benchmark. In FY2018 the PWTDs percentage was 1.25% (17) and it increased in FY2019 to 1.55% (22).

During FY2019 the Agency and the EEO Office was able to accomplish the following:

- Five PWTDs were hired in FY2019 as well; two Workforce Recruitment Program students were converted to full time employees using the Schedule A Hiring Authority in FY2019.
- The Agency hosted the Disability Awareness Employment Month Observance with the theme, "The Right Talent, Right Now." There were a series of weekly events during the month of October.

- Conducted a Disability Etiquette Training course for Supervisors and Managers to educate the workforce on the proper ways to interact with IWDs and IWTDs.
- Acquired three Ubi Duos for employees who are hearing impaired to ensure they are able to communicate with their co-workers and customers.
- Created a Schedule A “Fact Sheet for Supervisors, Hiring Managers, and Employees”.

The Disability Strategic Plan was developed in FY2019 and will be implemented in FY2020. In collaboration with HR, EEO is making concerted efforts to increase the number and percentages of employees hired with severe/targeted disabilities and ensure reasonable accommodations are provided.

CONCLUSION:

The Agency continues to strive toward achieving a Model EEO Program and has made significant contributions to include the following:

- Enhanced collaboration between EEO and the HR Directorate on recruitment and outreach strategies. As a result, we were able to close the outreach and recruiting deficiency.
- Engaged the DTRA workforce through administering Climate Assessment for each Directorate, focusing on Senior Leadership, First Line Supervisor, Mission, Communication and Teamwork, Accountability, Promotion and Career Development, Recognition and Awards, and Morale. The results aided in providing the Directorate’s with recommendations of how to improve their climate and organizational effectiveness.
- The DTRA Value “Empowered” in the Agency FY 2018-2022 Strategic Plan was revised to reflect the following EEO language: *Sustain Dignity and Respect by fostering an inclusive, engaged and capable workforce, trusted to take personal initiative, enabled and supported by leadership.*
- Conducted a Women’s Pay Study to determine triggers and corrective actions regarding Women in the DTRA workforce. The study revealed that 96% of DTRA personnel were between the GS-11 to GS-15 grade levels and on average, Women’s annual salary was commensurate with Men’s.

In FY2020, EEO will embark on establishing its Diversity and Inclusion (D&I) program to build a strategic framework to foster a workforce that sustains employee engagement and inclusiveness. We will develop our D&I Strategic Plan which will include actions designed integrate D&I into the Agency’s mission and enhance recruitment and outreach initiatives.

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.



PART F

**Certification of
Establishment of
Continuing EEO Programs**

EEOC FORM 715-01 PART F	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
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**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

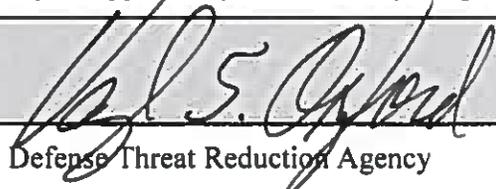
I, Willisa M. Donald, am the Director, Equal Opportunity and Diversity Programs Office

Principal EEO Director/Official For	Defense Threat Reduction Agency
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The Agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The Agency has also analyzed its workforce profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

DONALD.WILLISA.MARIE.1240241125 <small>Digitally signed by DONALD.WILLISA.MARIE.1240241125 Date: 2020.08.03 09:38:04 -04'00'</small>	August 3, 2020
Director, Equal Opportunity and Diversity Programs Office	Date
	18 AUG 20
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? YES	During EEO Newcomer’s monthly training and EEO for Supervisors quarterly training
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 <i>New</i>	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? YES	During EEO Training; All EEO policies and procedures are on the DTRA1 portal
A.2.a	Does the agency disseminate the following policies and procedures to all employees:		
A.2.a.1 <i>New</i>	Anti-harassment policy? [see MD 715, II(A)]	YES	
A.2.a.2 <i>New</i>	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	YES	
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:		
A.2.b.1 <i>New</i>	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	http://www.dtra.mil/Careers/Onboarding/Sponsor-Program/Reasonable-Accommodation/
A.2.c	Does the agency inform its employees about the following topics:		
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	
A.2.c.2 <i>New</i>	ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often.	YES	During the informal and formal process.
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	YES	Posted on internal DTRA1 portal

A.2.c.4 New	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.	YES	During monthly EEO Training
A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If “yes”, please provide how often.	YES	Addressed in Agency-wide Ethics Training

 Compliance Indicator  Measures	A.3 – The agency assesses and ensures EEO principles are part of its culture.	Measure Met? YES	Assessments are done via Federal Viewpoint Survey (FEVS) and Climate Assessments
A.3.a New	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.	NO	EEO will work with HR to create an EEO annual recognition program
A.3.b New	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]	YES	

Essential Element B: INTEGRATION OF EEO INTO THE AGENCY’S STRATEGIC MISSION

This element requires that the agency’s EEO programs are structured to maintain a workplace that is free from discrimination and support the agency’s strategic mission.

 Compliance Indicator  Measures	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.	Measure Met? YES	EEO Director reports directly to the Agency Head
B.1.a	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)]	YES	
B.1.a.1 New	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.	YES	
B.1.a.2	Does the agency’s organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	YES	
B.1.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]	YES	
B.1.c	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.	YES	
B.1.d New	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	YES	

 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? YES	Complaints, Alternate Dispute Resolution, Affirmative Employment, Diversity and Anti-Harassment
B.2.a	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)]	YES	
B.2.b New	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	YES	
B.2.c New	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	YES	
B.2.d New	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	YES	
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	YES	
B.2.f New	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	YES	
B.2.g New	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	YES	
 Compliance Indicator  Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met?	Part H initiated
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	NO	Part H
B.3.b New	Does the agency’s current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If “yes”, please identify the EEO principles in the strategic plan in the comments column.	YES	
 Compliance Indicator  Measures	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? YES	
B.4.a	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.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	YES	

B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	YES	
B.4.a.3	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)]	YES	
B.4.a.4	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.	YES	
B.4.a.5	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)]	YES	
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	YES	
B.4.a.7 New	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	YES	
B.4.a.8	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]	YES	
B.4.a.9 New	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	YES	
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	YES	
B.4.a.11 New	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	YES	
B.4.b New	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	YES	
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	YES	
B.4.d	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?	YES	
B.4.e	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?	YES	
 Compliance Indicator  Measures	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? YES	

B.5.a	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:	NO	Not all supervisors were trained but training was provided
B.5.a.1 New	EEO Complaint Process? [see MD-715(II)(B)]	YES	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	YES	
B.5.a.3 New	Anti-Harassment Policy? [see MD-715(II)(B)]	YES	
B.5.a.4 New	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)]	YES	
B.5.a.5	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)]	YES	

Compliance Indicator

 Compliance Indicator	B.6 – The agency involves managers in the implementation of its EEO program.	Measure Met?	
 Measures		YES	

B.6.a New	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	YES	
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	YES	
B.6.c	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]	YES	
B.6.d	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)]	YES	

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	C.1 – The agency conducts regular internal audits of its component and field offices.	Measure Met?	
 Measures		YES	
C.1.a New	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR § 1614.102(c)(2)] If “yes”, please provide the schedule for conducting audits in the comments section.	YES	ABQ - 02/19; Travis - 09/19; Germany - 01/19
C.1.b New	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR § 1614.102(c)(2)] If “yes”, please provide the schedule for conducting audits in the comments section.	YES	New EEO specialist in ABQ will conduct analysis

C.1.c New	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? YES	
C.2.a New	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC’s enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	NO	The Instruction is being revised and a toolkit for Supervisors was developed
C.2.a.1 New	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	YES	
C.2.a.2 New	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	YES	
C.2.a.3 New	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	YES	
C.2.a.4 New	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	YES	
C.2.a.5 New	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep’t of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep’t of Defense (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.	NO	PART H
C.2.a.6 New	Do the agency’s training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	NO	PART H
C.2.b New	Has the agency established disability reasonable accommodation procedures that comply with EEOC’s regulations and guidance? [see 29 CFR 1614.203(d)(3)]	YES	
C.2.b.1	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)]	YES	
C.2.b.2 New	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	YES	

C.2.b.3 New	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	YES	
C.2.b.4 New	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	YES	
C.2.b.5	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.	YES	
C.2.c New	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC’s regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	YES	
C.2.c.1 New	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comments column.	YES	http://www.dtra.mil/Careers/Onboarding/Sponsor-Program/Reasonable-Accommodation/
 Compliance Indicator  Measures	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? YES	
C.3.a New	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	YES	
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:		
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	YES	
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	YES	
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	YES	
C.3.b.4	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]	YES	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	YES	
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	YES	
C.3.b.7 New	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	YES	
C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	YES	
C.3.b.9 New	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems	YES	

	Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]		
C.3.c New	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	YES	
C.3.d New	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	YES	
 Compliance Indicator  Measures	C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? NO	PART H was established to address effectiveness
C.4.a New	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	YES	
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	YES	
C.4.c New	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	YES	
C.4.d New	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	YES	
C.4.e New	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:		
C.4.e.1 New	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	YES	
C.4.e.2 New	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	NO	PART H
C.4.e.3 New	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	YES	
C.4.e.4 New	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	YES	
C.4.e.5 New	Assist in preparing the MD-715 report? [see MD-715, II(C)]	YES	
 Compliance Indicator  Measures	C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? YES	

C.5.a	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)]	YES	
C.5.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.	YES	
C.5.c New	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD+-715, II(C)]	YES	
 Compliance Indicator  Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? YES	
C.6.a	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.	YES	During the Director’s biweekly Staff Meetings
C.6.b New	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	YES	

Essential Element D: PROACTIVE PREVENTION

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

 Compliance Indicator  Measures	D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? YES	The EEO office conducts an offsite to plan every year
D.1.a New	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	YES	
D.1.b New	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	NO	EEO prepares an end of the year report to review trend analysis and action plans are prepared to establish an EEO annual work plan. This information will be assessed to eliminate triggers and counter climate concerns.
D.1.c New	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of	NO	PART H

	individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]		
 Compliance Indicator  Measures	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? NO	EEO is working on establishing ERGs.
D.2.a New	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	NO	PART H
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	YES	
D.2.c	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)]	YES	EEO coordinates on all reorganizations.
D.2.d New	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.	NO	PART H
 Compliance Indicator  Measures	D.3 – The agency establishes appropriate action plans to remove identified barriers.	Measure Met? YES	Action plans and working groups were established
D.3.a. New	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	YES	
D.3.b New	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	YES	
D.3.c New	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	YES	
 Compliance Indicator  Measures	D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Measure Met? YES	
D.4.a New	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments.	YES	The action plan was published in FY2019
D.4.b New	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	YES	
D.4.c New	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	YES	

D.4.d New	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	YES	
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Essential Element E: EFFICIENCY

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

 Compliance Indicator  Measures	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met?	
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	YES	
E.1.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)?	YES	
E.1.c New	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	YES	
E.1.d New	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.	YES	45 days of less
E.1.e New	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?	YES	
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	YES	
E.1.g New	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	YES	
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	YES	
E.1.i	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)?	YES	
E.1.j	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.	N/A	
E.1.k New	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	YES	
E.1.l New	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	YES	

 Compliance Indicator  Measures	E.2 – The agency has a neutral EEO process.	Measure Met? YES	
E.2.a New	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	YES	
E.2.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.	YES	
E.2.c New	If the EEO office relies on the agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	YES	
E.2.d	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)]	YES	OGC and EEO agreed to have a different attorney review Final Agency Decisions beginning April 2019
E.2.e	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)]	YES	
 Compliance Indicator  Measures	E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? YES	ADR was aggressively encouraged in FY2019
E.3.a	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)]	YES	
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	YES	
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	YES	
E.3.d New	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)]	YES	
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	YES	
E.3.f New	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	YES	

 Compliance Indicator  Measures	E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? NO	
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:		
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	YES	iComplaints purchased and information is being uploaded in the system
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	YES	
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	NO	PART H
E.4.a.4 <i>New</i>	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	YES	
E.4.a.5 <i>New</i>	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	YES	
E.4.a.6 <i>New</i>	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]	NO	PART H
E.4.b <i>New</i>	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	YES	
 Compliance Indicator  Measures	E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? NO	
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If “yes”, provide an example in the comments.	NO	Part H
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If “yes”, provide an example in the comments.	NO	Part H
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	NO	Part H
Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE			
This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.			
 Compliance Indicator  Measures	F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? YES	Formal Complaints Manager monitor and assess
F.1.a	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)]	YES	

F.1.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)]	YES	
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	YES	
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	YES	
F.1.e	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)]	YES	
 Compliance Indicator  Measures	F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? YES	Formal Complaints Manager monitor and assess
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	YES	
F.2.a.1	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)]	YES	
F.2.a.2	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]	YES	
F.2.a.3 <i>New</i>	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)]	YES	
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	YES	
 Compliance Indicator  Measures	F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? YES	No Fear, 462 Report, DVAAP, and FEORP are timely submitted
F.3.a <i>New</i>	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	YES	
F.3.b <i>New</i>	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	YES	



PART H

Deficiencies and Planned Activities

MD-715 – Part H - 1

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

Defense Threat Reduction Agency

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

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

Statement of Model Program Essential Element Deficiency -

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

Objective(s) and Dates for EEO Plan

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

Responsible Official(s)

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

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
01/2018	HR will ensure EEO is invited to participate as an Advisor on the Leadership Development Programs (LDP).	YES		02/2018

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
05/2019	HR will provide EEO with the annual outreach schedule to solicit participation schools and organizations (HBCUs, TCUs, and MSIs).	YES		
07/2019	EEO and HR Directors will meet monthly to discuss Agency Recruitment/Hiring, Career Development, Retention (Exit Survey) and review action items.	YES		
10/2018	HR and EEO will track and analyze recruitment efforts to identify potential barriers for the employment of Women, Hispanics and Individual with Disabilities.	YES		
04/2020	EEO will participate on HR's Workforce Development Council (WDC) as an advisor.	YES		
04/2020	EEO will participate on the Human Resources Policy Board (HRPB) as an advisor.	YES		

Report of Accomplishments

Fiscal Year	Accomplishments
FY2019	<p>During FY2019, the HR and EEO Directors scheduled monthly recurring meetings to discuss collaborative efforts. The EEO Director served as a member of the Agency's Leadership Development Council (LDC), which serves as the selecting body for training/career development opportunities. Furthermore, the EEO Office was invited to attend all applicant interviews for the aforementioned programs. The DTRA Leadership Development Program (LDP) offers four Tracks:</p> <ul style="list-style-type: none"> • Track 1 – A non-competitive learning and development curriculum for all employees. • Track 2 – Professional developmental opportunities and training activities for all employees. • Track 3 – An 18 month Senior Leadership Development Program for GS 14/15. • Track 4 – Provides Executive Professional Development opportunities to existing Senior Executive Service (SES) members. <p>DTRA also offers the Competitive Academic Program, which provides opportunities for civilian employees to pursue an undergraduate or graduate degree with financial assistance from the Agency.</p> <p>DTRA encourages all employees to apply for and participate in our wide array of professional/career development tracks. In FY2019, DTRA had 16 employees participate in the competitive Career Development Program. The Agency also executed a successful Career Broadening Program (CBP) that enabled and promoted individual employee</p>

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
	<p>development and experiential learning through rotational assignments. Twenty-five employees participated in the program during FY2019.</p> <p>DTRA offers open participation in the mentoring program (no competitive selection). In 2019, there were over 130 participants including mentors and mentees from across the Agency, ranging from entry-level employees to Senior Executive Service (SES) members.</p> <p>In FY2020, HR and EEO will work with the Directorates across the Agency to incorporate EEO considerations into vacancy/succession planning as we evolve our NexGen outreach and recruitment initiatives.</p>			

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

Defense Threat Reduction Agency

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

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

Statement of Model Program Essential Elements Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [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. CLOSED
C.2.a.6	Do the agency’s training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]
E.4.a.6	The processing of complaints for the Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), V.C.2]

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
09/01/2018	Create an effective Anti-Harassment Program in compliance with EEOC guidance and communicate the Anti-Harassment Policy to prevent and eliminate all types of harassment.	10/18/2020		

Responsible Official(s)

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

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
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Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
01/03/2019	Ensure all inquiries of harassment allegations are addressed within 10 days of notification and track by the Anti-Harassment (AH) Program Manager.	YES		
02/28/2019	Develop a Supervisor’s Toolkit to assist managers with processing AH cases.	YES		
03/31/2019	Revise the DTRA Anti-Harassment Instruction to include the timeframes and clearly explain the process.	YES		
04/30/2020	Create AH training material, which include examples of disability based harassment.			
06/15/2019	Provide Anti-Harassment training to managers, supervisors and DTRA employees.	YES		
06/31/2020	Establish an effective Harassment Instruction for the Armed Forces.	YES		

Report of Accomplishments

Fiscal Year	Accomplishments
<p>2019</p>	<p>EEO established its Anti-Harassment Program (AHP) in October 2018. Currently, the Anti-Harassment Directive 1020.03 is being revised. Since October 2018, the AH Program Manager conducted approximately 20 Anti-Harassment intakes and met with Management Officials.</p> <p>The AH Program Manager proactively complied with the EEOC guidance by promptly working with supervisor’s to address and resolve workplace issues within the 10-day timeframe. The distinction between EEO and the AH Program was taught during the Civil Treatment for Supervisors to include elements of ADR and Retaliation.</p>

MD-715 – Part H - 3

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

Defense Threat Reduction Agency

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

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

Statement of Model Program Essential Element Deficiency

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

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
10/30/2017	Establish a Recruitment Strategy/Plan to address low participation rates for Minorities, Women, and IwDs within the Agency.	12/2019	12/2018	

Responsible Official(s)

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

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
01/30/2020	EEO will provide a list of colleges and universities for recruitment and outreach initiatives for Hispanics, Women and IwDs.	YES		01/2020

02/15/2019	HR will invite EEO to participate in the development of annual recruitment and outreach events/meetings.	YES		
06/30/2020	EEO and HR will meet quarterly to review and analyze recruitment activities (USA Staffing/ Applicant Flow Data reports).	YES		
07/30/2020	EEO and HR will collaborate on the Diversity Internship for DTRA.	YES		
09/30/2020	EEO in collaboration with HR, will analyze recruitment efforts to identify potential barriers.	YES		

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<p>In FY2019, HR rolled out its plan for the next generation of outreach and talent acquisition programs. As part of this effort, DTRA continues to work hand-in-hand with the Pacific Northwest National Laboratory (PNNL) on outreach efforts centered around Minor Serving Institutions (MSIs) as part of its Diversity Internship for DTRA (DID) program. Some of the institutions visited included Howard University, Morgan State, Tennessee State, Xavier University, University of the Incarnate Word, and University of Puerto Rico among others. For FY2020, we will continue to work with our interagency partners to expand our outreach efforts and site visits. Furthermore, the HR outreach and talent acquisition team began working collaboratively and will continue to collaborate with the EEO Office to identify program improvements and develop systems to accurately collect, monitor, and analyze recruitment activities.</p> <p>DTRA's recruiting and outreach program Lead began hosting regular planning meetings, where representatives from across the Agency were invited to discuss priorities and scheduling for talent acquisition-related events and strategies. EEO representatives have attended these meetings, which included the review of outreach schedules and proposed events. HR representatives continue to collaborate with EEO to solicit recommendations for improved diversity and inclusion outreach events.</p> <p>In FY2020, HR will seek to work closely with EEO to develop specific recruitment and outreach activities designed to meet the workforce needs in identifying critical skillsets to diversify the workplace.</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 Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
D.1.c	Does the agency conduct exit interviews or survey that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
01/15/19	Ensure exit interviews and survey includes questions to improve recruitment, hiring, inclusion, retention and advancement with IwDs.	12/30/2020		

Responsible Official(s)

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

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
04/30/2020	EEO will collaborate with HR to develop exit interview and survey questions.	YES		
05/30/2020	Update exit survey questions to include targeting recruitment, hiring, inclusion, retention and advancement with IwDs.	YES		

Target Date	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Completion Date
07/30/2020	Quarterly track and monitor the specific questions to determine issues and concerns.	YES		
08/30/2020	EEO and HR will meet biannually to discuss the results and actions to enhance recruitment, hiring, inclusion, retention and the advancement of IwDs.	YES		
09/30/2020	Develop a collaborative Senior Leader's brief and communicate exit survey resolutions at the HRPB or DSM.	YES		

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<p>DTRA employees who are leaving the Agency are afforded the opportunity to complete and submit an exit survey. Questions address the following:</p> <ul style="list-style-type: none"> • primary reasons for departure, • contributing factors to the decision to depart, • satisfaction with supervisors, • retention factors, and • demographic data. <p>Employees are also given the opportunity to provide any additional feedback. HR is currently working to revise and release the exit survey during FY2020. HR in collaboration with the EEO Office has incorporated additional questions related to recruitment, hiring, inclusion, retention and advancement for individuals with disabilities.</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
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
10/30/2017	Develop a process to collect data and conduct a trend analysis for management/personnel policies and practices by race, national origin, sex and disability.	12/30/2020	12/30/2019	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equal Opportunity and Diversity Programs 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
10/30/2019	EEO will review management policies, practices and procedures for any hidden impediments to equal opportunity.	YES		
06/30/2020	Collect information from the Federal Employee Viewpoint Survey to identify and address opportunities for improvement.	YES		
02/28/2020	Conduct Complaint and AH trends analysis.	YES		
04/30/2020	Finalize the ERG Charter to include an effective process for managing results.	YES		
04/30/2020	Review the Agency-wide training evaluations to access needs and overarching EEO concerns.	YES		
05/30/2020	Identify Special Emphasis Program trends utilizing various data (i.e. Observances, WRP, Schedule A and Outreach/Recruitment).	YES		
10/15/2020	Update EEO dashboard and examine data trends.	YES		
11/30/20/20	Develop a quarterly EEO Diagnostic Report	YES		

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<p>In FY2019, EEO Office developed several processes to analyze and identify barriers.</p> <ul style="list-style-type: none"> ○ Program Trend Analysis – A three-year trends report was developed to communicate our program areas successes and measures. The report conveyed trends for EEO programs such as: complaints (informal and formal), FEVS, Anti-Harassment, EEO budget, contract expenditures and execution, EEO Mandatory Training, WRP and Special Observances data. (Appendix E) ○ Women’s Pay Equity Study – The study was conducted to determine triggers in regards to Women in the DTRA workforce. We examined pay grades from GS-3 to SES and the study revealed that 96% of DTRA personnel are between the GS-11 to GS-15 grade levels. On average, women compare with men in pay. However, there are more men in grades 11-15 which decreased the pay of women by 7.3% (\$9K) less than men overall. ○ FY2019 FEVS Report – The FEVS results highlights that the Agency employees loved the mission, 96% expressed that they are willing to put in the extra effort to get the job done. Employees (95%) indicated that they are always looking for better ways

<p>to do their jobs and 88% of DTRA employees felt that the organization is prepared for potential security threats. The most notable change was the positive trend concerning “poor performers”. Employees (41%) indicated steps are taken to deal with poor performers, an increase of +5% from 2018; employees (56%) felt that they are recognized for doing a good job, an increase of +5% from 2018. Employees (45%) also felt that differences in performance are recognized in a meaningful way, also a +5% increase from 2018. (Appendix F)</p>

MD-715 – Part H - 6
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Defense Threat Reduction Agency

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

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces?
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program?
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size?

Objective(s) and Dates for EEO Plan

Date Initiated	Objective	Target Date	Modified Date	Date Completed
01/30/2019	Monitor the EEO program trends to ensure Agency obligations; review other agencies best practices to improve effectiveness and compare Agency's performance to similar federal agencies.	02/15/2020		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, Equal Opportunity and Diversity Programs Office	Willisa Donald	YES
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
03/20/2020	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		
06/30/2019	Conduct online research to identify Federal agencies, best practices to incorporate and implement new strategies and ideas.	YES		
07/30/2019	Visit and partner with various Federal agencies on specific program areas to enhance EEO program effectiveness.	YES		
9/15/2020	Conduct comparative analysis within DoD with other 4 th Estate Agencies (review DoD Annual Reports) and/or conduct face to face meetings.	YES		
10/20/2020	Review and conduct specific studies to analyze and determine if disparity exists based on race, sex, and/or disability.	YES		

Report of Accomplishments

Fiscal Year	Accomplishments
2019	<p>In FY2019, EEO identified benchmarking opportunities with several Federal agencies of similar size to compare their Diversity and Inclusion, Disability, ERGs efforts.</p> <p>The Affirmative Employment Team attended the Human Health Services, ERG Forum and gained insight on establishing ERGs. The Affirmative Program Manager also visited Department of Labor, and discussed Diversity and Inclusion strategies and their experiences establishing their programs, lesson learned and pitfalls.</p> <p>The EEO Office in an effort to garner "best practices" for Employee Engagement, met with the Office of Personnel Management (OPM) Workforce Engagement Office (WEO). EEO gained insight on how to analyze Federal Employee Viewpoint Survey (FEVS) information utilizing the existing tools of EVS Art and the OPM Employee Engagement Toolkit in order to develop a solid understanding of DTRA's FEVS results.</p>

PART I



Plans for Trigger Identification and 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.

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
DTRA Female Workforce	Table A1	Overall, the Agency total workforce for FY2019 participation rate for Females was 486 (34.32%). This is below the 2010 CLF of 48.16%. New Hires: The Agency hired 210 new employees of which 82 (39.05%) were Females. Separation: 158 employees separated the Agency. Sixty Seven (42.41%) Females separated, while they represent only 34.32% of the overall DTRA population.
Workforce GS-14 thru SES	Table A4	GS-13 Female population was 203 (39.19%) in FY2019 vs. 207 (39.06%) in FY2018 GS-14 Female population was 112 (29.17%) in FY2019 vs. 107 (29.72%) in FY2018. GS-15 Female population was 46 (22.77%) in FY2019 vs. 44 (21.36%) in FY2018. SES Female population was 3 (18.75%) in FY2019 and FY2018.

EEO Group(s) Affected by Trigger

All Women

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	YES	Analyzed the overall, new hires and separation data.
Complaint Data (Trends)	YES	Six of 11 formal complaints were filed by women and 4 of the complainants claimed harassment.
Grievance Data (Trends)	NO	

Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	YES	Reviewed EEO and Anti-Harassment data, in FY2019, 53% of the Female workforce filed an Anti-Harassment case.
Climate Assessment Survey (e.g., FEVS)	YES	In FY2019, the Agency administered the FEVS and Climate Assessment for all of the Agency's Directorates. For the 2019 FEVS, 35% of the DTRA Female workforce participated.
Exit Interview Data	NO	
Focus Groups	NO	
Interviews	NO	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO	
Other (Please Describe)		

Status of Barrier Analysis Process

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

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
DTRA's Policies and procedures are reviewed regularly by the EEO Office to ensure that the content provides equitable opportunity. DTRA must sustain efforts to recruit highly-qualified women. Women low representation and advancement in DTRA have been identified as a trigger.
Develop and implement strategies for the recruitment and selection of highly qualified women for positions at the highest levels.
Objective(s) and Dates for EEO Plan

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

Responsible Official(s)

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

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Modified Date	Completion Date
Barrier Analysis			
02/15/2019	Finalize ERG Charter and guidance to establish new working groups to examine perceived barriers		
03/05/2020	Establish the Women's ERG (W/ERG) to address the low participation of Women in the Agency.		
04/30/2020	Select a SES sponsor (Champion) to play an active role within the W/ERG.		
06/08/2020	Hold W/ERG monthly meetings to collaborate on targeted outreach strategies and diversity-related matters.		
08/29/2020	Develop and provide workshops, brown bags and seminars to promote cultural awareness for Women.		
09/01/2020	Develop partnerships with colleges, and universities that have a high percentage of		

Target Date	Planned Activities	Modified Date	Completion Date
	women in the DTRA mission critical skillsets.		
10/15/2020	Target recruitment efforts toward women from diverse backgrounds (including veterans) through networking/partnerships with women and veteran organizations.		
10/30/2020	Adopt and tailor OPM Recruitment, Engagement, Diversity and Inclusion Program (REDI) roadmap for ideas.		
11/01/2020	Examine the Applicant Flow Data to determine if Women are applying and/or being selected.		
11/15/2020	Review the Career Development workforce data to determine if there are any barriers in women applying and being selected for opportunities.		
12/30/2020	Conduct an analysis to determine retention issues within the Agency (i.e., exit survey, OPM Employee Viewpoint Survey).		

Report of Accomplishments

Fiscal Year	Accomplishments
FY2019	<p>Women’s Pay Equity Study – the study was conducted to determine triggers in regards to Women in the DTRA workforce. We examined pay grades from GS-3 to SES and the study revealed that 96% of DTRA personnel are between the GS-11 to GS-15 grade levels. On average, women compare with men in pay.</p> <p>In FY2019, HR continued partnerships and alliances with diverse professional organizations and educational institutions. The EEO Office collaborated with HR to increase the number of minority and female candidates applying for positions suitable for recruitment by:</p> <ul style="list-style-type: none"> • Assessing DTRA- wide recruitment activities • Coordinating EEO Office participation in recruitment events • Facilitate transition for female veterans into the civilian workforce • Continue to offer a formal detail/rotation process and current opportunity to promote career advancement • Develop a comprehensive recruitment strategy and best practices for Hispanics, Women, Veterans, STEM, Individual with Disability and Mission Critical Occupation • Increase retention of Women in the Agency

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
DTRA Hispanic Workforce	Table A-1	<p>Overall, the Agency Hispanic participation rate in FY2019 for Males were 56 (3.95%) which is below the CLF of 5.17% and Females were 29 (2.05%) which is below the CLF of 4.79%.</p> <p>New Hires: The Agency hired 16 (7.62%) Hispanic Males out of a total of 114 Males and two (0.95%) Hispanic Females were hired out of 62 Females.</p> <p>Separation: A total of 16 Hispanics separated DTRA during FY2019. Seven (4.43%) Hispanic Males separated out of 91 Males and 9 (5.70%) Females separated out of 67 Females.</p>
Senior Executive Service	Table A-4	The participation rate of Hispanic Males and Females in the total workforce at the Senior Executive Service (SES) level is 0%.

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
Workforce Data Tables	YES	Analyzed the overall, new hires and separation data.
Complaint Data (Trends)	YES	One of 11 formal complaints were filed by a Hispanic Male and the complainant claimed non-selection for promotion.
Grievance Data (Trends)	NO	

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	NO	
Climate Assessment Survey (e.g., FEVS)	YES	Six hundred and thirty five (635) civilians took the FY2019 Federal Employee Viewpoint Survey and 8% identified themselves as Hispanics, Latino or Spanish.
Exit Interview Data	NO	
Focus Groups	YES	ABQ EEO Office reestablished the Hispanic Working Group (HWG) to identifying and addressing barriers.
Interviews	NO	
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	NO	
Other (Please Describe)		

Status of Barrier Analysis Process

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

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
The Agency continued to work on the low participation rates of Hispanics. In FY2019, the EEO Office with the support of HR was committed to identify and minimize potential barriers to improve the representation of Hispanics at DTRA.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated	Target Date	Sufficient Funding & Staffing? (Yes or No)	Modified Date	Date Completed
Identify and address all potential barriers for Hispanic, Latino within DTRA's workforce.	12/04/2018	12/15/2020	YES		

Responsible Official(s)

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

Planned Activities Toward Completion of Objective

Target Date	Planned Activities	Modified Date	Completion Date
Barrier Analysis			
03/05/2019	Establish a Hispanic ERG (H/ERG).		June 19, 2019
03/31/2020	Conduct a Climate Survey of the DTRA Albuquerque facility.		
04/29/2020	Develop and provide workshops, brown bags and seminar to promote cultural awareness in working with Hispanics.		
08/05/2020	Finalize the ERG Charter and guidance to establish new working group to examine perceived barriers.		
08/10/2020	Select a SES sponsor (Champion) who will play an active role within the H/ERG.		
08/15/2020	Hold H/ERG monthly meetings to collaborate on targeted outreach strategies and diversity-related matters.		Ongoing

Target Date	Planned Activities	Modified Date	Completion Date
07/30/2020	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.		
07/30/2020	EEO will establish and provide a list of Universities and Institutions for specific mission skillsets.		
7/30/2020	Select a list of Summer Programs for Hispanics and provide to HR.		
08/30/2020	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.		
9/30/2020	Provide the selecting officials with low participation (RNO) to share with hiring panel members prior to initiating the hiring process.		
10/15/2020	Review hiring, promotion, and career development programs from other Federal Agencies and private sector companies to benchmark best practices.		
11/15/2020	Review the Career Development workforce data to determine if there are any barriers in Hispanic applying and being selected for opportunities.		
01/15/2021	Conduct Awareness Sessions for Agency employees and discuss ways to enhance opportunities for Hispanics.		

Report of Accomplishments

Fiscal Year	Accomplishments
FY2019	Hispanic Working Group (HWG): In FY2019, the DTRA Albuquerque (ABQ) EEO Office reestablished the Hispanic Working Group (HWG) to assist with identifying and addressing barriers causing the low participation rate. There were

nine individuals who volunteered to support this effort, including an HR Representative, the ABQ Site Chief and two Active Duty personnel. The group began discussion on topics such as recruitment, retention and advancement of Hispanics within DTRA. The initial effort consisted of reviewing the 2014 Hispanic Barrier Analysis Final Report, specifically, the HWG Recommendation Matrix to identify completed items as well as actions to be resolved. The intent of the HWG is to engage its employees while examining and addressing employment-related issues.

Recruitment and Outreach: EEO and HR attended numerous recruitment and outreach efforts with a potentially high Hispanic participation rates including the Kirtland AFB Air Show (May 2019) and the Transition Assistance Program (TAPS) Job Information Fair (May 2019). The Oak Ridge Institute for Science and Education (ORISE), conducted an in-residence Joint Science and Technology Institute (JSTI) Science, Technology, Engineering, and Mathematics (STEM) camp with the Agency's participation. Also in FY2019, the Agency reached out to the University of New Mexico, New Mexico State University, Hispanic Association of Colleges and Universities (HACU), to provide information briefing sessions. We also partnered with other government agencies such as the National Nuclear Security Agency (NNSA), Kirtland Air Force Base (KAFB) and Raymond G. Murphy VA Medical Center (New Mexico, VAMC) for outreach, resource sharing and best practices.

Establishing Partnerships: DTRA continues to attend quarterly Albuquerque Hispano Chamber of Commerce meetings, comprised of National, State and Federal stakeholders, to identify ways to attract and retain local Hispanic talents. The Agency established partnerships with other government agencies such as NNSA, KAFB and New Mexico VAMC as well as professional Hispanic affinity organizations such as the League of United Latin American Citizens Conference (LULAC) to market DTRA as an employer of choice. Also, in FY2019, the Agency systemically provided reminders to the workforce to examine their personnel records and correct any self-identification discrepancies in the MyBiz + /HR Application.



PART J

**Individuals with Targeted
Disabilities**

MD-715 – Part J

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

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

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d) (7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

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

The percentage of PWDs in the GS-1 to GS-10 cluster was 26.67% in FY2019 which is above the goal of 12%.

The percentage of PWDs in the GS-11 to SES cluster was 11.08% in FY2019, which falls below the goal of 12.0%. Reference Table B4

In FY2019, 50 individuals retired and 11 were PWDs (.22%)

In FY2019, 158 separated and 21 were PWDs (13.29%)

The overall PWDs percentage was 11.37% (161), which is below the 12% benchmark.

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

The percentage of PWTDs in the GS-1 to GS-10 cluster was 13.33% in FY2019 which is above the goal of 2%.

The percentage of PWTDs in the GS-11 to SES cluster was 1.26% in FY2019, which falls below the goal of 2.0%. Reference: Table B-4

The overall PWTDs percentage was 1.55% (22), which is below the 2% benchmark.

In FY2018 the PWTDs percentage was 1.25% (17) and it increased in FY2019 to 1.55% (22).

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

The Agency's HR personnel communicated the numerical goals in various forums, including briefings for managers and supervisors; individual meetings with hiring managers. EEO provided the State of Agency brief to leadership.

Five PWTDS were hired in FY2018 and Five PWTDS were hired in FY2019 as well; two Workforce Recruitment Program students were converted to full time employees using the Schedule A Hiring Authority in FY2019. Two PWTDS separated in FY2019.

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 Coordinator participated in federal training and workshops to obtain best practices. She also attended the EEOC Disability Program Manager Course. The Chief, Management and Employee Relations and Work Life (HR) attended the Examining Conflicts in Employment Law (EXCEL) conference.

PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Yes **X** No 0

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency’s recruitment program plan for PWD and PWTD.

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 continued to utilize the recruitment strategies described below to increase the number of qualified PWDs and PWTDS.

- In FY2019, four Workforce Recruitment Program (WRP) students were selected for the summer. Two of the WRP students were transitioned into a permanent position in the Agency utilizing the Schedule A Hiring Authority.
- Numerous students were brought onboard as summer hires through the Pathways Summer Internship Program.
- The EEO Office conducted Disability Etiquette training to ensure co-workers, managers and leaders were educated on dignity, respect and inclusive practices in the workplace.
- During FY2019, there were a total of 189 new hires, 101 or 53% of the new hires were Veterans and 18 or 10% were identified as 30% or more disabled Veterans

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 PWTDS for positions in the permanent workforce.

In FY2019, DTRA hired (3) permanent employees under the Schedule A Authority. There was a decline in hiring due to lack of billets and funding.

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.

Our correspondents at DLA will review the applicant's resume against the Position Description/Job announcement to determine if the person is qualified for the position and will ensure a Schedule A letter from a Licensed Doctor/Physician is included in the application. DLA will recommend review by the supervisor who will make the ultimate determination on the applicant's qualifications.

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

DTRA Human Resources provided training to hiring managers on the use of hiring authorities that is inclusive of PWDs and PWTDS. Mandatory training – "Roadmap to Success: Hiring People with Disability" is provided as a one hour online course.

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 a HR POC for the Wounded Warrior Program which is now the Operational Warfighter. In FY20, the Agency is scheduled to visit Fort Belvoir Wounded Warrior Office, and Vocational Rehabilitation Centers to establish and build collaborative relationships and to promote programs for PWDs and PWTDs.

PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes", please describe the triggers below.

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

DTRA does not meet the goals for PWD, but is above the goals for PWTD. Of the 176 new hires, 14 (7.95%) have a disability and 4 (2.27%) 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

Table B6						
MCOs /Series	PWD % in Qualified Applicant Pool	PWTD % in Qualified Applicant Pool	Total # New Hires PWD	Total # New Hires PWTD	Trigger PWD (Y/N)	Trigger PWTD (Y/N)
0080 Security Administration	4.61%	2.14%	28	13	Y	N
0301 Miscellaneous Administration and Program Series	4.87%	2.18%	67	30	Y	N
0343 Management and Program Analyst	3.42%	0.85%	4	1	Y	Y
0801 General Engineering	1.61%	1.34%	6	5	Y	Y
1102 Contracting	8.44%	6.49%	13	10	Y	Y
1301 General Physical Science	2.27%	1.32%	12	7	Y	Y

2210 Information Technology Management	3.87%	2.24%	31	18	Y	N
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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**

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

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**

MCOs /Series	PWD % in Qualified Internal Applicants	PWTD % in Qualified Internal Applicants	Total # PWD	Total # PWTD	Trigger PWD (Y/N)	Trigger PWTD (Y/N)
0080 Security Administration	9.03%	6.07%	58	39	Y	N
0301 Miscellaneous Administration and Program Series	7.57%	4.54%	65	39	Y	N
0343 Management and Program Analyst	11.27%	11.27%	8	8	Y	N
0801 General Engineering	0.00%	0.00%	0	0	N/A	N/A
1102 Contracting	0.00%	0.00%	0	39	N/A	N/A
1301 General Physical Science	0.00%	0.00%	0	0	N/A	N/A
2210	5.72%	2.93%	39	20	Y	N

Information Technology Management						
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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.

DTRA is committed to providing opportunities for advancement among all employees including PWDs and PWTDs. We currently offer a wide range of career development and training opportunities through Learning Management System and Instructor Led classroom courses. Such opportunities help position all DTRA employees for advancement within their current positions and beyond.

Also, we offer three targeted programs that offer clear opportunities for advancement among our staff, the Leadership Development Program (LDP), Competitive Academic Program (CAP), and Graduate Fellowship Program (GFP). PWDs and PWTDs have been accepted into and completed these programs.

CAREER DEVELOPMENT OPPORTUNITIES

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

DTRA offers a variety of training and leadership development opportunities to all employees through multiple channels within the organization. The training opportunities provided include; technical information on administrative systems (e.g. travel, time and attendance, budget and acquisitions management); sessions focusing on professional development (e.g. Project Management, Managing Up, and Change Movement); and soft skill training (e.g. Teamwork Skills, Crucial Conversations). In addition, DTRA offers formal competitive leadership development and Academic Programs.

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 **X**
- b. Selections (PWD) Yes 0 No 0 N/A **X**

Currently this information is not being captured. EEO and HR will jointly work on as an action item.

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 0 No N/A **X**
- b. Selections (PWTD) Yes 0 No N/A **X**

Currently this information is not being captured. EEO and HR will jointly work on as an action item.

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 **X** No 0
- b. Awards, Bonuses, & Incentives (PWTD) Yes **X** No 0

The inclusion rate for time off awards, bonuses, or other incentives was 82.2% for the workforce without disabilities, which was greater than the inclusion rate of 10.7% for PWDs and 1.65% 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 X |
| b. Pay Increases (PWTD) | Yes X | No 0 |

The inclusion rate for pay increases, indicated as Quality Step Increases (QSIs) for PWDs was ten (14.93%), The inclusion rate for pay increases, indicated as Quality Step Increases (QSIs) for PWTDs was one (1.49%).

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 X |
| b. Other Types of Recognition (PWTD) | Yes 0 | No 0 | N/A X |

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 X |
| Internal Selections (PWD) | Yes 0 | No X |

Grade GS-15

- | | | |
|-------------------------------------|-------|-------------|
| Qualified Internal Applicants (PWD) | Yes 0 | No X |
| Internal Selections (PWD) | Yes 0 | No X |

Grade GS-14

- | | | |
|-------------------------------------|-------|-------------|
| Qualified Internal Applicants (PWD) | Yes 0 | No X |
| Internal Selections (PWD) | Yes 0 | No X |

Grade GS-13

- | | | |
|-------------------------------------|-------|-------------|
| 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 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 X
Internal Selections (PWTD)	Yes 0	No X

Grade GS-15

Qualified Internal Applicants (PWTD)	Yes 0	No X
Internal Selections (PWTD)	Yes 0	No X

Grade GS-14

Qualified Internal Applicants (PWTD)	Yes 0	No X
Internal Selections (PWTD)	Yes 0	No X

Grade GS-13

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 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 X
New Hires to GS-15 (PWD)	Yes 0	No X
New Hires to GS-14 (PWD)	Yes 0	No X
New Hires to GS-13 (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 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 X
New Hires to GS-15 (PWTD)	Yes 0	No X
New Hires to GS-14 (PWTD)	Yes 0	No X

New Hires to GS-13 (PWTD)

Yes 0

No **X**

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

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 0	No X	N/A 0
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The Agency was unable to convert all eligible Schedule A employees because of funding and lack of billets.

DTRA will track all Schedule A appointments to determine when and if they are converted into the competitive service, and, for those not converted, reasons why.

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 X
Involuntary Separations (PWD)	Yes X	No 0

Overall, the number of separations were 158, the voluntary separations were 103 and involuntary were 55. The PWDs voluntary was 15 (14.56%) of the workforce and involuntary was 6 (10.91%).

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 X	No 0
Involuntary Separations (PWTD)	Yes X	No 0

There were triggers amongst voluntary and involuntary separations for PWTDs. The PWTDs voluntary was 1 (.97%) and involuntary was 1 (1.82%).

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.

Based on triggers identified above involving separations of PWDs and PWTDs at DTRA, EEO will collaborate with HR to revise the exit survey questions to ensure the questions include recruitment, inclusion, retention and the advancement of individuals with disabilities.

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.

The Agency website is: <https://www.dtra.mil/Mission/Equal-Opportunity-and-Diversity-Programs/EEO-Disability-Employment/>

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.

The Agency website is: <https://www.dtra.mil/Mission/Equal-Opportunity-and-Diversity-Programs/EEO-Disability-Employment/>

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 number of days it takes to process RA requests (from initial receipt of the request to provision of the accommodation was 30 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.

Some examples of the effectiveness of DTRA's RA program are: (1) Managers and supervisors have been trained on their roles/responsibilities in the RA arena; (2) RA awareness briefing across the agency are routinely provided to new supervisors on a quarterly basis. (3) For record keeping purposes only, relevant accommodation-related materials are compiled and tracked. (4) RA coordinator process RA requests and provide technical assistance to employees, interns, managers, and supervisors.

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 RA Policy and Procedures requires that PAS for PWTDS be requested and processed in the same manner as any other request for accommodation. In addition, requests for workplace personal assistance as an accommodation to perform certain work-related tasks will be processed. Therefore, DTRA does not currently have any effective program practices to report.

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 0 No **X** N/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 0 No **X** N/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 PWTDS?

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.

Trigger 1	DTRA did not exceed the 12% representation goals for PWDs 11.37% (161) and the 2% goal 1.55% (22) for PWTDs.			
	Of the 210 new hires, 8.57% (18) were PWDs and 2.38% (5) were PWTDs.			
	There were a trigger amongst voluntary and involuntary separations for PWTDs. The PWTDs voluntary were 1 (.97%) and involuntary with 1 (1.82%).			
Barrier(s)	The permanent workforce participation rate is 1.53% (21) for PWTDs was lower than 2% (Table B1).			
Objective(s)	Increase the participation, advancement and retention rate of PWTDs within the Agency to meet or exceed the DoD 2% by 2021.			
Responsible Official(s)			Performance Standards Address the Plan? (Yes or No)	
Director, Diversity, Equity and Inclusion Office			No	
Director, Human Resource Directorate			No	
Barrier Analysis Process Completed? (Yes or No)			Barrier(s) Identified? (Yes or No)	
No			No	
Sources of Data	Sources Reviewed? (Yes or No)	Identify Information Collected		
Workforce Data Tables	Yes	Table B- 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)	Yes	Annual FEVS Report		
Exit Interview Data	No			
Focus Groups	N/A			
Interviews	N/A			
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)	No			
Other (Please Describe)				
Target Date (mm/dd/yyyy)	Planned Activities		Sufficient Staffing & Funding	Modified Date (mm/dd/yyyy)
				Completion Date (mm/dd/yyyy)

		(Yes or No)		
5/10/2020	EEO will create a Recruitment and Outreach plan for PWDs and PWTDs and share with HR	Yes		
5/30/2020	Coordinate a discussion with HR regarding the Career Development program and the need to track PWDs and PWTD	Yes		
6/01/2020	Update the EEO external website to include 504/508 complaint information in the Disability Outreach section.	Yes		
6/15/2020	EEO and HR will track all Schedule A appointments to determine when and if they are converted into the competitive service, and, for those not converted, reasons why.	Yes		
6/30/2020	Utilize the OPM Feds Hire Vets website for ideas on how to reach Veterans and disabled Veterans	Yes		
7/10/2020	Conduct Trend Analysis to identify triggers for MCO new hires and qualified internal applicants for PWDs and PWTDs	Yes		
7/15/2020	Will collaborate w/HR to identify if triggers exist with the Career Development Program for PWDs and PWTDs	Yes		
8/25/2020	Examine the Awards Program to identify triggers for PWDs and PWTDs	Yes		
9/10/2020	Based on triggers identified involving separations of PWDs and PWTDs at DTRA, EEO will collaborate with HR to revise the exit survey questions to ensure the questions include recruitment, inclusion, retention and the advancement of individuals with disabilities.	Yes		
11/18/2020	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		
Fiscal Year	Accomplishments			
FY2019	The Agency hosted the Disability Awareness Employment Month Observance with the theme, "The Right Talent, Right Now." There were a series of weekly events during the month of October. The kick-off event was led by Lieutenant			

	<p>General Rogers, the Agency’s Deputy Director. Twenty individuals were in attendance. The second week, two representatives from the Computer/Electronic Accommodations Program (CAP) conducted training to educate the workforce on the benefits of utilizing CAP to support the Agency’s Reasonable Accommodation (RA) needs.</p> <p>The Agency also co-hosted the National Disability Employment Awareness Month Program with the Defense Logistics Agency – Energy and our guest speaker was Colonel (COL) (Retired) Gregory Gadson. COL (R) Gadson lost both legs (above the knees) and the normal use of his right arm in the military. Despite his injuries, COL (R) Gadson remained on active duty in the Army and continued to inspire many with his message of courage, perseverance, determination and teamwork. We concluded the month with a Disability Etiquette Training course to educate the workforce on the proper ways to interact with IwDs.</p> <p>Conducted a Disability Etiquette Training course for Supervisors and Managers to educate the workforce on the proper ways to interact with PWDs and PWTDs. Approximately eight individuals attended.</p> <p>Finalized the Disability Strategic Plan and developed the FY20 Disability Implementation Plan. (Appendix G)</p> <p>Five PWTDs were hired in FY2019 as well; two Workforce Recruitment Program students were converted to full time employees using the Schedule A Hiring Authority in FY2019.</p> <p>Acquired three Ubi Duos for employees who are hearing impaired to ensure they are able to communicate with their co-workers and customers.</p> <p>Created a Schedule A “Fact Sheet for Supervisors, Hiring Managers, and employees.</p> <p>Hosted a WRP 2019 Information Session to educate and provide awareness to managers on the Disability 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.

We were not able to complete all of the deficiencies in FY2019, however, EEO and HR focused on WRP, Schedule A and offered a Disability Etiquette Training. planned activities but there some emphasis

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

DTRA hired 5 PWTDs and two WRP students were converted to full-time employees using the Schedule A Hiring Authority for DTRA and another WRP student was converted to full-time

employment with another agency. EEO hosted a Disability Etiquette training, one supervisor used the material to share with his employees and other organizations he is affiliated with outside of DTRA. Another supervisor took the training material and shared with his team. 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 FY2020, the Agency has identified new planned activities to address the deficiencies in their Affirmative Action Plan and also in the Disability Strategic Plan which includes FEORP, DVAAP and IWDs deficiencies.



DATA

Analysis of Workforce Profiles

AGENCY TOTAL WORKFORCE

In FY2019, the DTRA civilian workforce was 1,416, an increase of 51 from FY18. Of the total workforce, 1,369 were permanent employees and 47 were temporary. The permanent workforce increased by 22 and the temporary workforce increased by 29. The Agency hired 210 new permanent employees and there were 158 voluntary separations.

The participation rate for White employees slightly decreased from 69.38% to 69.07%. Black employee participation rates increased from 16.92% to 17.94%. Hispanic employee participation rates also increased from 2.64% to 6.00%. Asian employee participation rates slightly increased from 4.46% to 5.37%. Two or more races participation rate significantly declined from 6.01% to 0.63%. There was no increase in the representation of Native Hawaiian or Other Pacific Islander.

	FY2018		FY2019		2010 CLF
	#	%	#	%	%
MALES	894	65.49	930	65.68	51.84
FEMALES	471	34.51	486	34.32	48.16
HM	19	1.39	56	3.95	5.17
HF	17	1.25	29	2.05	4.79
WM	669	49.01	694	49.01	38.33
WF	273	20.37	284	20.06	34.03
BM	118	8.64	122	8.62	5.49
BF	113	8.28	132	9.32	6.53
AM	35	2.56	44	3.11	1.97
AF	26	1.90	32	2.26	1.93
NH/PI M	1	0.07	2	0.14	0.07
NH/PI F	3	0.22	3	0.21	0.07
AI/AN M	3	0.22	6	0.42	0.55
AI/AN F	1	0.07	2	0.14	0.53
TWO OR MORE RACES MALES	49	3.59	6	0.42	0.26
TWO OR MORE RACES FEMALES	33	2.42	3	0.21	0.28

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

The CLF participation rate for Females was 48.14%. DTRA’s overall Females FY2019 participation rate was (34.32%) below the CLF. Hispanic participation rate (6.00%) were well below the CLF (9.96%), White Females (20.06%) are still below of the CLF (34.03%), Native Hawaiian Males are at the CLF (0.14%) and American Indian/Native Males and Females (0.56%) were below their respective CLF (1.08%). DTRA’s Male participation rate increased slightly from 65.49% in FY18 to 65.68% in FY2019 and remained above the CLF (51.84%).

The chart below identifies the Agency’s Females:

	FY2016		FY2017		FY2018		FY2019		2010 CLF
	#	%	#	%	#	%	#	%	%
FEMALES	414	36.41	448	33.43	471	34.51	486	34.32	48.16

Hispanic participation rates increased from 2.64% in FY18 to 6.00% in FY2019, well below the CLF of 9.96%.

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

	FY2016		FY2017		FY2018		FY2019		2010 CLF
	#	%	#	%	#	%	#	%	%
HISPANIC MALES	18	1.58	20	1.49	19	1.39	56	3.95	5.17
HISPANIC FEMALES	18	1.58	19	1.42	17	1.25	29	2.05	4.79

DTRA DIRECTORATES

DIR– Office of the Director

The Office of the Director, which includes the Command Group, the Chief of Staff, and the Staff Offices, makes up 4.51 % of the Agency’s civilian workforce; 48.44% were Male and 51.65% were Female. Race/National Origins were represented in DIR with the exception of Native Hawaiian/Other Pacific Islander (0.00%). There is a low participation rate of Hispanic 3.13%, and there were no Asian, and American Indian or Native American in DIR. There were seven Individuals with Disabilities (IWD) and one PWTD in DIR.

HR - Human Resources Directorate

- The HR Directorate makes up 4.52% of the Agency’s civilian workforce; 29.23% were Male and 70.77% were Female.
- Hispanics had a low participation rate of 6.15%. There were no Native Hawaiians and American Indian or Native in the HR Directorate all at 0.00%.
- There were seven IWDs and one IWTD with a 1.54% participant rate in the HR Directorate.

NE-Nuclear Enterprise Support Directorate

- The NE Directorate makes up 8.54% of the Agency’s civilian workforce; 85.95% were Male and 14.05% were Female.
- Hispanics had a low participation rate of 9.09%. There were no Native Hawaiians and one American Indian or Native American in NE Directorate. Asian low participation rate was at 2.48 %.
- There were 17 IWDs and three IWTDs with a 2.48% participant rate in the NE Directorate.

PP – Plans and Programs Directorate

- The PP Directorate makes up 20.06% of the Agency’s civilian workforce; 49.65% were Male and 50.35% were Female.
- The following categories have low participation rates: Hispanics at 7.39%, White Females at 26.76%, and Blacks at 21.13%, Asians at 8.80%, and Native Hawaiians or Other Pacific Islanders at 0.70%. There were one American Indians or Alaska Native.
- There were 30 IWDs and four IWTDs with a 1.41% participation rate in the PP Directorate.

AL - Acquisition, Finance & Logistics Directorate

- The AL Directorate makes up 10.38% of the Agency’s civilian workforce, 53.74% were Male and 46.26% were Female.

- Hispanic participation rate was low at 4.79%. There is no Male Native Hawaiians or Other Pacific Islanders and one American Indian or Native Americans Female in this Directorate.
- There were 21 IWDs and three IWTDs within the AL Directorate.

IT- Information Integration & Technology Services Directorate

- The IT Directorate makes up 5.29% of the Agency's civilian workforce, 66.67% were Male and 33.33% were Female.
- Hispanic had a low participation rate of 8.00%. There were no Native Hawaiians or Other Pacific Islanders or American Indian or Native American in this Directorate.
- There were ten IWDs and one IWTDs within the IT Directorate.

RD - Research and Development Directorate

- The RD Directorate makes up 20.55% of the Agency's civilian workforce, 73.20% were Male and 26.80% were Female.
- Hispanics had a low participation rate of 3.78%. Black or African American had a low participation rate of 8.24%. Native Hawaiians or Other Pacific Islanders has a low participation rate of 1.03%.
- There was 23 IWDs with a 7.90% and three IWTDs with a 1.03%, in the RD Directorate

JD-Joint Improvised-Threat Defeat Directorate

- The JD Directorate makes up 9.18% of the Agency's civilian workforce, 83.08% were Male and 16.92% were Female.
- Hispanics participation rate was low at 7.69%. Asians had a low participation rate of 3.08%
- There were 17 IWDs and three IWTDs with a 2.31% participant rate, in the JD Directorate

CT-Cooperative Threat Reduction Directorate

- The CT Directorate makes up 4.87% of the Agency's civilian workforce, 73.91% were Male and 26.09% were Female.
- Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native and Two or more races participation rate was low at 0.00%. Asians had a low participation rate of 2.90% for both Male and Female
- There were eight IWDs and zero IWTDs with a 0.00% participant rate, in the CT Directorate

CZ-Combat Support Directorate

- The CZ Directorate makes up 2.89% of the Agency's civilian workforce, 85.37% were Male and 14.63% were Female.
- Native Hawaiian or Other Pacific Islander and American Indian or Alaska Native participation rate was low at 0.00%. Asians had a low participation rate of 2.44%
- There were eight IWDs and one IWTDs with a 2.44% participant rate, in the CZ Directorate.

OB-On-Site Inspection and Building Capacity Directorate

- The OB Directorate makes up 8.54% of the Agency's civilian workforce, 85.17% were Male and 19.83% were Female.
- Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native and Hispanics Female participation rate was low at 0.00%. Hispanics Male and Asians participation rate was low at 6.61% and 4.13%.
- There were 13 IWDs and one IWTDs with a 0.83% participant rate, in the OB Directorate.

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

	DIR		HR		NE		PP		OB	
	#	%	#	%	#	%	#	%	#	%
HM	0	0.00	0	0.00	9	7.44	2	0.73	11	3.87
HF	2	3.13	4	6.15	2	1.65	4	1.46	10	3.52
WM	21	32.81	13	20.00	77	63.64	104	37.96	98	34.51
WF	16	25.00	17	26.15	13	10.74	75	27.37	76	26.76
BM	9	14.06	5	7.69	15	12.40	14	5.11	17	5.99
BF	14	21.88	22	33.85	1	0.83	37	13.50	43	15.14
AM	0	0.00	0	0.00	2	1.65	5	1.82	14	4.93
AF	0	0.00	2	3.08	1	0.83	11	4.01	11	3.87
NH/PI M	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
NH/PI F	0	0.00	0	0.00	0	0.00	2	0.73	2	0.72
AI/AN M	0	0.00	0	0.00	1	0.83	0	0.00	1	0.35
AI/AN F	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
TWO OR MORE RACES MALES	1	1.56	1	1.54	0	0.00	9	3.28	0	0.00
TWO OR MORE RACES FEMALES	1	1.56	1	1.54	0	0.00	11	4.01	1	0.35
TOTAL	72	100	45	100	111	100	274	100	117	100
PWTDs	1	1.49	1	2.27	3	2.70	2	0.74	1	0.85

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

	CT		CZ		AL		IT		RD		JD	
	#	%	#	%	#	%	#	%	#	%	#	%
HM	1	1.45	4	9.76	5	3.40	3	4.00	8	2.75	7	5.38
HF	0	0.00	0	0.00	2	1.36	3	4.00	3	1.03	3	2.31
WM	42	60.87	26	63.41	47	31.97	39	52.00	171	60.25	86	66.15
WF	16	23.19	4	9.76	40	27.21	13	17.33	57	17.21	14	10.77
BM	7	10.14	4	9.76	22	14.97	6	8.00	12	4.12	10	7.69
BF	1	1.45	2	4.88	19	12.93	6	8.00	12	4.12	4	3.08
AM	1	1.45	1	2.44	5	3.40	2	2.67	14	4.81	3	2.37
AF	1	1.45	0	0.00	6	4.08	3	4.00	4	1.37	1	0.34
NH/PI M	0	0.00	0	0.00	0	0.00	0	0.00	2	0.69	0	0.00
NH/PI F	0	0.00	0	0.00	0	0.00	0	0.00	1	0.34	0	0.00
AI/AN M	0	0.00	0	0.00	0	0.00	0	0.00	3	1.03	1	0.57
AI/AN F	0	0.00	0	0.00	1	0.67	0	0.00	1	0.34	0	0.00
TWO OR MORE RACES MALES	0	0.00	0	0.00	0	0.00	0	0.00	3	1.03	1	0.57
TWO OR MORE RACES FEMALES	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
TOTAL	73	100	26	100	150	100	77	100	244	100	176	100
PWTDs	0	0.00	1	3.85	0	0.00	0	0	2	0.84	5	2.86

MAJOR OCCUPATIONS

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

Security

- The participation rate for Females in this major occupation was 32.31% compared to the Occupational Civilian Labor Force (OCLF) of 77.20%.
- Black Females had low participation rates at 13.85% compared to their OCLF of 27.20%.
- There were eight (12.31%) IWDs and two (3.08%) IWTDs in this major occupation.

Misc. Administration

- The participation rate for Females in this major occupation was 21.50% compared to the OCLF of 24.50%. The participation rate for Males in this occupation is 78.50%, above the OCLF of 74.50%.
- Hispanic Females fall below their respective OCLF with a participation rate of 0.93% for Hispanic Females compared to the OCLF of 7.40% and Asian Females with a low participation rate of 1.24% compared to the OCLF of 1.25%.

- There were 41 IWDs (12.77%) and seven (1.54%) IWTDs in this major occupation.

Management/Program Analyst

- The participation rate for Males in this occupation was 56.60% compared to the OCLF of 58.40%. The Female participation rate was 43.40%, above the OCLF of 41.60%
- Hispanic and Asian Males fall below their OCLF with a participation rate of 1.89% for Hispanic Males compared to their OCLF of 2.60% and 1.89% for Asian Males compared to 1.10%.
- There were nine (16.98%) IWDs one (1.54%) IWTD in this major occupation.

Physical Science

- The participation rate for Females in this major occupation was 17.53% compared to the OCLF of 41.60%. The Agency participation rate for Males within this major occupation was 82.47%, above their respective OCLF of 60.90%.
- White Females fall below their OCLF with a participation rate of 12.37% for White Females compared to their OCLF of 32.60%.
- There were 11(11.34%) IWTDs in this major occupation.

Contracting

- The participation rate for Females in this major occupation was 60.00% compared to the OCLF of 48.16%. The Agency participation rate for Males in this same major occupation was 40.00%, below their respective OCLF of 85.50%.
- Hispanic and Black Females was above their OCLF with a participation rate of 2.33% for Hispanic Females compared to their OCLF of 2.35% and 12.94% for Black Females.
- There were eight (9.41%) IWDs and two (2.54%) IWTDs in this major occupation.

Engineering

- The participation rate for Females in this major occupation was 20.51% compared to the OCLF +
- Specifically, Black Females fall below their respective OCLF with a participation rate of 0.00% compared to 6.53%, Asian Females at 0.00% compared to 1.93%.
- There were 5 (12.82%) IWDs one (1.33%) IWTD in this major occupation.

Information Technology Management

- The participation rate for Females in this major occupation was 28.21% compared to the OCLF of 48.16%. The participation rate for Males in this same major occupation was 71.79%, above their respective OCLF of 51.84%.
- Specifically, Hispanic Males was above their respective OCLF with a participation rate of 8.97% compared to 5.49%, Black Males at 5.13% compared to 5.19%.
- There were 12 (15.38%) IWDs and one (1.33%) IWTD in this major occupation.

PARTICIPATION FOR GENERAL SCHEDULE GRADES

- The majority of employees were in Grades 11 through 15.
- Males have a higher participation rate in Grades, 11 through 15, with a participation rate of 66.03% as compared to Females in the same grades with a participation rate of 33.97%, with the most significant participation rate in Grade 15 with Males at 77.23% and Females at 22.77%
- Whites have a higher participation rate in Grades 11 through 15, with a participation rate of 69.19%, Hispanics at 2.67%, Blacks at 17.07%, Asians at 4.53%, Native Hawaiians or Other Pacific Islanders at 0.29% and American Indians or Alaska Natives at 0.29%.

- There were 45.21% IWDs and 5.05% IWTDs in Grades 11 through 15.

Applicant Flow Data

- In FY2019, EEO continues to use the USA Staffing data to assess the demographics of applicants through the application process (e.g. applied, qualified, referred and selected). The Agency resolved the issue of applicant flow discrepancies by working with OPM and DLA to obtain the applicant data directly from the Cognos system. (Appendix H)

New Hires (From Table A-1)

- 210 new civilian employees joined the Agency during FY2019 either by external hiring, transfer, or reinstatement actions. Overall, Females accounted for a lower number than males (39.05% for Females compared to 60.95% for Males). 128 Males and 82 Females were added to DTRA's permanent workforce; and 14 Males and 20 Females were added to the temporary numbers. White males were hired at a rate of 45.71%. 19 Black females were hired a rate of 9.05%. There was 18 (8.57%) IWDs and five (2.38%) IWTDs hired in FY2019.

THE CHART BELOW IDENTIFIES HIRES IN FY2019

	FY2019				2010 CLF
	Permanent		Temporary		
	#	%			%
MALES	128	60.95	14	41.18	51.84
FEMALES	82	39.05	20	58.82	48.16
HM	16	7.62	2	5.88	5.17
HF	2	0.95	1	2.94	4.79
WM	96	45.71	11	32.35	38.33
WF	54	25.71	10	29.41	34.03
BM	9	4.29	0	0.00	5.49
BF	19	9.05	7	20.59	6.53
AM	5	2.38	1	2.94	1.97
AF	5	2.38	1	2.94	1.93
NH/PI M	0	0.00	0	0.00	0.07
NH/PI F	0	0.00	0	0.00	0.07
AI/AN M	0	0.00	0	0.00	0.55
AI/AN F	0	0.00	0	0.00	0.53
TWO OR MORE RACES MALES	2	0.95	0	0.00	0.26
TWO OR MORE RACES FEMALES	2	0.95	1	2.94	0.26

EMPLOYEE RECOGNITION AND AWARDS

- During FY2019, 72 employees received Time-Off Awards of 1 to 9 hours; 45.83% were Male and 54.17% were Female (which is above their population rate). There was no Female or Male Native Hawaiians/Other Pacific Islanders nor American Indian or Alaskan Native Male or Female given awards in this category. There were 6 (8.33%) IWDs and three (4.17%) IWTDs who received awards in this category.
- 206 employees received Time-Off Awards of 9+ hours; 67.48 % were Male and 32.56 were Female. Awards in this category were given across the board to all groups.
- 582 incentive cash awards in amounts ranging from \$100 to \$500 were given to employees. Of those, 57.90% were Male and 42.10% were Female. Whites received the majority of the awards in this category with a percentage of 72.85%. Awards in this category were given across the board to all groups. There were 61 (10.48%) IWDs and seven (1.20%) IWTDs who received awards in this category.
- 242 incentive cash awards in the amounts of \$501+ were given to employees. Of those, Males received a higher percentage of the awards at a rate of 61.16% compared to their population of 65.49%. Females received this award at a rate of 38.84% compared to their population of 34.51%. Hispanic received awards in this category at a lower rate of 6.20% compared to their population of 9.96% and Asian received awards in this category at a rate of 5.78% compared to their population of 3.90%, and Blacks received awards at a rate of 13.63% compared to their population of 12.02%. There were 26 (10.74%) IWDs and four (1.65%) IWTDs who received awards in this category.
- There were 67 Quality Step Increases (QSIs) given in FY2019 based on the FY2018 performance cycle. Of those, 67.16% were Males and 32.84% were Females. There were no Native Hawaiians/Other Pacific Islanders, American Indians or Alaska Native, or Two or more races given awards in this category. There were 10 (14.93%) IWDs and one (1.49%) IWTDs who received awards in this category.

SEPARATIONS

- 158 employees separated from the Agency during FY2019. Women separated at a rate of 42.41%, while they represented only 34.51% of the overall DTRA population. Of the 158 total separations, five were removal, 36 resignation, 50 retirement and 67 other separations. Of the five removal, three were White Males, one White Female and one Black Male. There were 21 IWDs and two IWTDs who separated from the Agency.



SECTION II

SECTION II - APPENDICES

Appendix A: MD 715 Definitions and EEO Authorities

Appendix B: DTRA Organization Chart

Appendix C: Policy Statements

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

Appendix E: Program Trends Report

Appendix F: Federal Employee Viewpoint Survey

Appendix G: Disability Strategic Plan

Appendix H: Applicant Flow Data



APPENDIX A

MD 715 Definitions and EEO Authorities

MD-715 DEFINITIONS AND EEO AUTHORITIES

The following definitions apply to MD 715:

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

THE NINE JOB CATEGORY TITLES ARE:

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

trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, compositors and typesetters, electricians, engravers, painters (construction and maintenance), motion picture projectionists, pattern and model makers, stationary engineers, tailors, arts occupations, hand painters, coaters, bakers, decorating occupations, and kindred workers.

- **Operatives** (semi-skilled) - Workers who operate machine or processing equipment or perform other factory-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training. Includes: apprentices (auto mechanics, plumbers, bricklayers, carpenters, electricians, machinists, mechanics, building trades, metalworking trades, printing trades, etc.), operatives, attendants (auto service and parking), blasters, chauffeurs, delivery workers, sewers and stitchers, dryers, furnace workers, heaters, laundry and dry cleaning operatives, milliners, mine operatives and laborers, motor operators, oilers and greasers (except auto), painters (manufactured articles), photographic process workers, truck and tractor drivers, knitting, looping, taping and weaving machine operators, welders and flame cutters, electrical and electronic equipment assemblers, butchers and meat cutters, inspectors, testers and graders, hand packers and packagers, and kindred workers.
- **Laborers** (unskilled) - Workers in manual occupations which generally require no special training who perform elementary duties that may be learned in a few days and require the application of little or no independent judgment. Includes: garage laborers, car washers and greasers, grounds keepers and gardeners, farm workers, stevedores, wood choppers, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.
- **Service workers** - Workers in both protective and non-protective service occupations. Includes: attendants (hospital and other institutions, professional and personal service, including nurse's aides, and orderlies), barbers, char workers and cleaners, cooks, counter and fountain workers, elevator operators, firefighters and fire protection, guards, door-keepers, stewards, janitors, police officers and detectives, porters, waiters and waitresses, amusement and recreation facilities attendants, guides, ushers, public transportation attendants, and kindred workers.

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

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

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

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

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

915.002 (October 17, 2002).

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

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

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

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

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

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

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

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



APPENDIX B

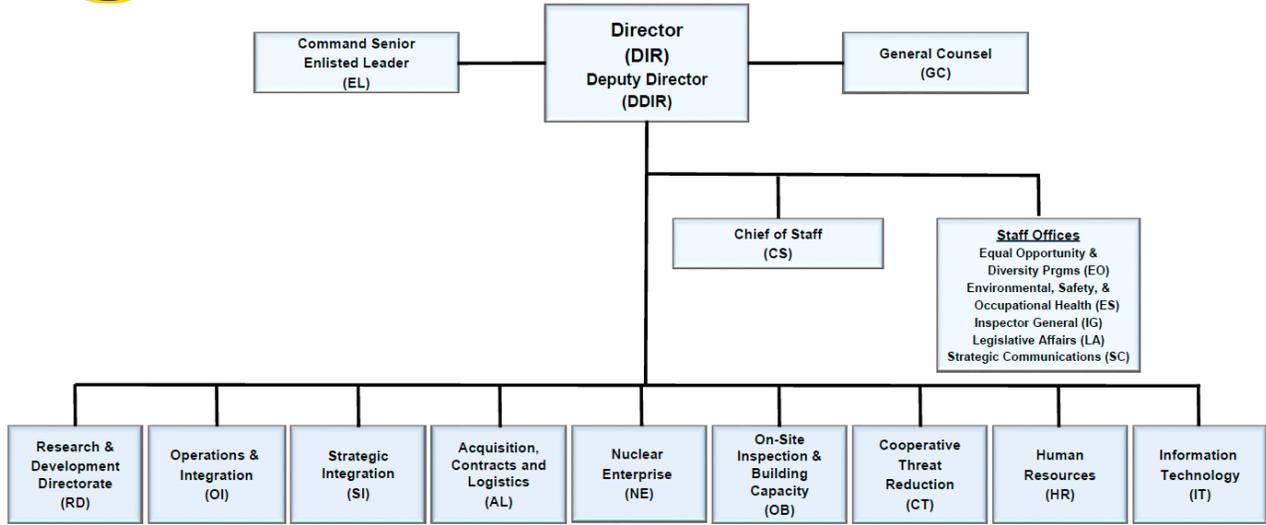
Organizational Chart

DTRA Organizational Chart



UNCLASSIFIED

Organizational Structure



CAO: Oct 17, 2019

UNCLASSIFIED



APPENDIX C

EEO Policy Statements



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

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Military Equal Opportunity

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

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

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

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

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


Yayl Oxford
Director



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

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Prevention of Sexual Harassment

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

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

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

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

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


Yayl Oxford
Director



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

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Sexual Assault Prevention and Response

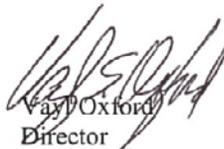
I am committed to the prevention of sexual assault throughout the Defense Threat Reduction Agency (DTRA). I expect all employees, both military and civilian, to model appropriate behaviors in the workplace and to advance a culture of respect and dignity.

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

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

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

Sexual assault has no place in the DTRA workplace. Sexual assault is incompatible with our values and is punishable under the Uniform Code of Military Justice and other Federal and local laws. Any individual (victim or bystander) who is aware of a sexual assault must immediately report it to our Sexual Assault Response Coordinator, Mr. Phillip Ellis, J0XE at (703)767-4451/7769.


Vay Oxford
Director



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

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Diversity and Inclusion

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

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

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

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

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


Vani Oxford
Director



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

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

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

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

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

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

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

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


Yayl Oxford
Director



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

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Harassment in the Workplace

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

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

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

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

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

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


V. B. Oxford
Director



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

JUN 16 2017

MEMORANDUM FOR DISTRIBUTION C

SUBJECT: Policy Statement on Civilian Equal Employment Opportunity

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

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

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

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

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


Vayl Oxford
Director



APPENDIX D

462 Report

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

AGENCY OR DEPARTMENT: **DD61** REPORTING PERIOD: **FY2019**

PART II - FORMAL COMPLAINT ACTIVITIES **PART III - AGENCY RESOURCES, TRAINING, REPORTING LINE**

<p>30 A. COMPLAINTS ON HAND AT THE BEGINNING OF THE REPORTING PERIOD</p> <p>11 B. COMPLAINTS FILED</p> <p>0 C. REMANDS (sum of lines C1+C2+C3)</p> <p>0 C.1. REMANDS (NOT INCLUDED IN A OR B)</p> <p>0 C.2. REMANDS (INCLUDED IN A OR B)</p> <p>0 C.3. NUMBER OF ADDITIONAL REMANDS IN THIS REPORTING PERIOD THAT ARE NOT CAPTURED IN C.1 OR C.2 ABOVE</p> <p>0 C.4. ADDITIONAL CLOSURES IN THIS REPORTING PERIOD NOT REFLECTED IN F. OR H. THAT RESULTED FROM REMANDS</p> <p>41 D. TOTAL COMPLAINTS (sum of lines A+B+C1)</p> <p>39 E. COMPLAINTS IN LINE D THAT WERE NOT CONSOLIDATED</p> <p>12 F. COMPLAINTS IN LINE E CLOSED DURING REPORT PERIOD</p> <p>2 G. COMPLAINTS IN LINE D THAT WERE CONSOLIDATED</p> <p>0 H. COMPLAINTS IN LINE G CLOSED DURING REPORT PERIOD</p> <p>29 I. COMPLAINTS ON HAND AT THE END OF THE REPORTING PERIOD (Line D - (F+H)) + ((C2 + C3) - C4)</p> <p>11 J. INDIVIDUALS FILING COMPLAINTS (Complainants)</p> <p>0 K. NUMBER OF JOINT PROCESSING UNITS FROM CONSOLIDATION OF COMPLAINTS</p>	<p>A. AGENCY & CONTRACT RESOURCES</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th colspan="2">AGENCY</th> <th colspan="2">CONTRACT</th> </tr> <tr> <th>NUMBER</th> <th>PERCENT</th> <th>NUMBER</th> <th>PERCENT</th> </tr> </thead> <tbody> <tr> <td>1. WORK FORCE</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td> a. TOTAL WORK FORCE</td> <td>1395</td> <td></td> <td></td> <td></td> </tr> <tr> <td> b. PERMANENT EMPLOYEES</td> <td>1395</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2. COUNSELOR</td> <td>1</td> <td></td> <td>0</td> <td></td> </tr> <tr> <td> a. FULL-TIME</td> <td>1</td> <td>100.00</td> <td>0</td> <td>0.00</td> </tr> <tr> <td> b. PART-TIME</td> <td>0</td> <td>0.00</td> <td>0</td> <td>0.00</td> </tr> <tr> <td> c. COLLATERAL DUTY</td> <td>0</td> <td>0.00</td> <td>0</td> <td>0.00</td> </tr> <tr> <td>3. INVESTIGATOR</td> <td>0</td> <td></td> <td>15</td> <td></td> </tr> <tr> <td> a. 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2. IF NO, WHO DOES THE EEO DIRECTOR REPORT TO?
 PERSON: _____
 TITLE: _____

3. WHO IS RESPONSIBLE FOR THE DAY-TO-DAY OPERATION OF THE EEO PROGRAM IN YOUR DEPARTMENT/AGENCY/ORGANIZATION?
 PERSON: Ms. Willisa M. Donald
 TITLE: EEO Director

4. WHO DOES THAT PERSON REPORT TO?
 PERSON: Mr. Vayl Oxford
 TITLE: Agency Director

APPENDIX E



Program Trends Report



EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS OFFICE

Trends Report

Ms. Willisa Donald

March 2020

1. EEO BUDGET, CONTRACT EXPENDITURES AND EXECUTION

EEO Contracts and Training	FY18		FY19	
	Obligated	Expenditures	Obligated	Expenditures
MicroPact	\$24,000.00	\$22,520	\$11,780	\$11,780
DSZ (Investigative Contract)	\$68,000	\$100,149	\$68,000	\$74,650
Court Reporter	\$14,244	\$1,952	\$14,244	\$3,910
DLA Agreement	\$22,772	\$16,560	\$22,772	\$2,148
Sign Language Interpreter	\$85,000	\$91,122	\$85,000	\$119,634
Federal Employee Viewpoint Survey	\$0.00	\$0.00	\$53,000	\$53,000
EO Publications (Survey Monkey, CyberFeds, Program Materials)	\$8,000	\$3,945	\$14,000	\$14,083
EEO Agency-wide Training & Education	\$20,000	\$17,649	\$20,000	\$12,133

1. In FY18, MicroPact expenditures consisted of the installation of the software.
2. The Federal Employee Viewpoint Survey Phase II, is only conducted every other year.

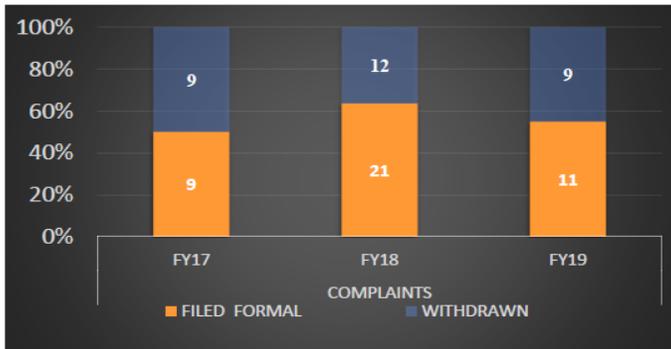
2. ANTI-HARASSMENT PROGRAM

FY	No. of Cases	Total Inquiries/Investigations	Closed	Mediations
2018	3	3	3	0
2019	14	6	14	2

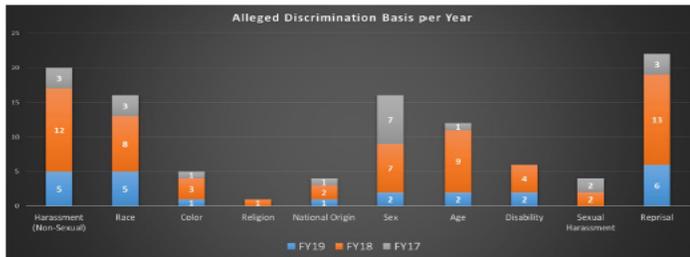
1. The Anti-Harassment Program was established in FY18, upon hiring an Anti-Harassment Program Manager.
2. Utilization of the program is flourishing and the Agency is in compliance.

3. COMPLAINTS AND COMPLIANCE

Informal/Pre-Complaint	FY17	FY18	FY19
Total Counseling's	16	33	20
Counseled in 30 Days	6	5	12
Counseled w/ an Extension	8	20	6
Untimely Counseling's	2	8	2



- FY17: 50% (9 of 18)
 - FY18: 64% (21 of 33)
 - FY19: 55% (11 of 20)
- Complaints escalated in FY18. However, the Informal/Pre-Complaints are being resolved at the lowest level. In FY17-19, only 58% of the Complaints were filed Formal.



- Reprisal continues to be the leading basis for filing discrimination complaints in FY18-19. There was also 1 finding of discrimination and it was based on reprisal in FY18.
- Harassment (Non-Sexual) complaints has been the second leading cause for filing complaints.
- In FY-17-19, Sex and Race has been the third leading basis for discrimination.

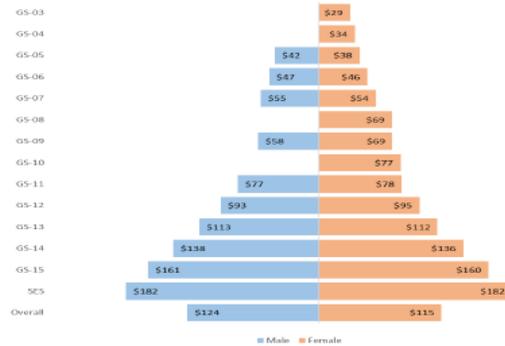


- In FY17-19 the closures consisted of:
- 52% = Final Agency Orders were administered by an Administrative Judge
 - 30% = Final Agency Decisions were implemented by the DTRA Director

Settlement Claims	FY17	FY18	FY19
TOTALS	\$52,583.35	\$42,514.84	\$353,867.20
In FY19, 107,867.20 was attributed to Attorney fees.			

4. CONDUCT STUDIES AND BARRIER ANALYSIS

Women's Pay Equity Study – FY19



96% of DTRA Personnel are between the GS-11 to GS-15 grade level. On average, women are comparative with men in their pay, but make 7.3% (\$9K) less than men overall. This gap is explained by the fact that 33% of woman at DTRA are in GS14 and above positions compared to 48% of men.

5. EEO MANDATORY TRAINING

Mandatory EEO Training	FY18 Participation	FY19 Participation
EEO Newcomers/Civil Treatment for Employees	316	335
Civil Treatment /Supervisors Training	46	102
Additional EEO Training		
EO Onboarding	147	127
Diversity Training	0	25
Mandatory Online EEO Training		
No FEAR		
Prevention of Sexual Harassment (POSH)		

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Mandatory Military EO Training	FY18 Participation	FY19 Participation
Sexual Assault and Prevention Response (SAPR)	105	372
ABQ Classroom Training		
EEO for Newcomers	35	39
SAPH	0	39
Implicit Bias	0	12
Civil Treatment for Leaders	17	59
Civil Treatment for Employees	0	17
Total	666	1127

1. EEO Training was/is provided to all remote locations (Germany, Eglin and Travis).
2. EEO and Diversity Training is also provided to Directorates and/or Divisions by request.
3. In FY18, the EO Office hired someone to enhance the Training Coordination, and in FY19 EO increased the number of classes.

6. SPECIAL EMPHASIS PROGRAM AND OBSERVANCES

Observance	Agency	FY18 Participation	FY19 Participation
MLK	DLA-Energy	135	375
AAHM	DLA HQ	195	123
Women's History Month	DTRA	N/A	90
Holocaust Remembrance	DCAA	160	115
AAPI Heritage Month	Combined	43	60
LGBT Pride	DTRA	75	108
Women's Equality Day	DTIC	85	88
NDEAM	DLA Energy/DTRA	95	150
Hispanic Heritage Month	DLA HQ	86	69

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7. FEDERAL EMPLOYEE VIEWPOINT SURVEY ASSESSMENT

		FY17	FY18	FY19
Employee Engagement Index	Overall	65%	69%	70%
Leaders Lead		50%	59%	60%
Supervisors		76%	76%	69%
Intrinsic Work Experience		72%	72%	69%
New Inclusion Quotient	Overall	61%	62%	64%
Fair		48%	49%	53%
Open		61%	62%	63%
Cooperative		58%	58%	60%
Supportive		76%	78%	77%
Empowering		60%	61%	64%
Global Satisfaction	Overall	58%	66%	67%
Effective Communication Index	Overall	62%	64%	67%
Employee and Supervisor		74%	74%	74%
Leader/Manager/ Organizational		51%	57%	59%
Employee Engagement Drivers	Overall	64%	67%	68%
Collaborative Management/ Empowerment /Communication		57	61%	63%
Job Resources		54	60%	62%
Merit System Principles		63	64%	66%
Performance Feedback		70	71%	70%
Performance Rating		75	76%	74%
Performance Recognition and Reward		37	42%	46%
Results Driven		66	70%	71%
Teamwork		72	76%	77%
Training and Development		64	68%	68%
Work/Life Balance and Support		79	81%	79%

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8. FY19 CLIMATE ASSESSMENTS

Directorate	Date Closed	Participation Percentage
Nuclear Enterprise (NE)	March 1	69%
Cooperative Threat Reduction (CT)	March 15	86%
Joint Improvised Threat Defeat Organization (JD)	April 12	134% Includes contractors
Combat Support (CZ)	April 30	94%
On-Site Inspections & Building Capacity (OB)	May 31	73%
Information Integration & Technology Services (IT)	May 30	57%
Office of the Director (DIR)	June 21	46%
Acquisition & Logistics (AL)	June 24	45%
Human Resources (HR)	July 3	85%
Plans & Programs (PP)	July 8	49%

9. DISABILITY EMPLOYMENT INITIATIVES

Year	Allocations	DTRA Summer Hire	Extensions	DTRA Schedule A Conversions
2017	15	3	2	0
2018	15	3	2	0
2019	8	1	2	2
2020	5/\$50,000	3		

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Note: From FY17 – FY20, DTRA received 43 allocations in which we hired 10 summer students. However, the summer students were extended numerous times and this allowed the Agency to obtain assistance and the students were able to get additional work experience. The DoD allocations dropped, but DTRA continues to utilize the program and successfully hired 2 students as Federal Government employees under the Schedule A hiring authority in 2019.

10.EEO ANNUAL REPORTS

Reports	FY17	FY18	FY19
Annual Federal Equal Employment Opportunity Statistical Report of Discrimination Complaints (462 Report)	December 2017	November 2018	October 2019
Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 (NO FEAR) Report	December 2017	December 2018	January 2020
Alternative Dispute Resolution (ADR) Report	October 2017	February 2018	March 2020
Federal Equal Opportunity Recruitment Program (FEORP)	October 2017	November 2018	November 2019
Disabled Veterans Affirmative Action Program (DVAAP)	October 2017	October 2018	October 2019
Management Directive (MD) 715	February 2018	June 2019	--

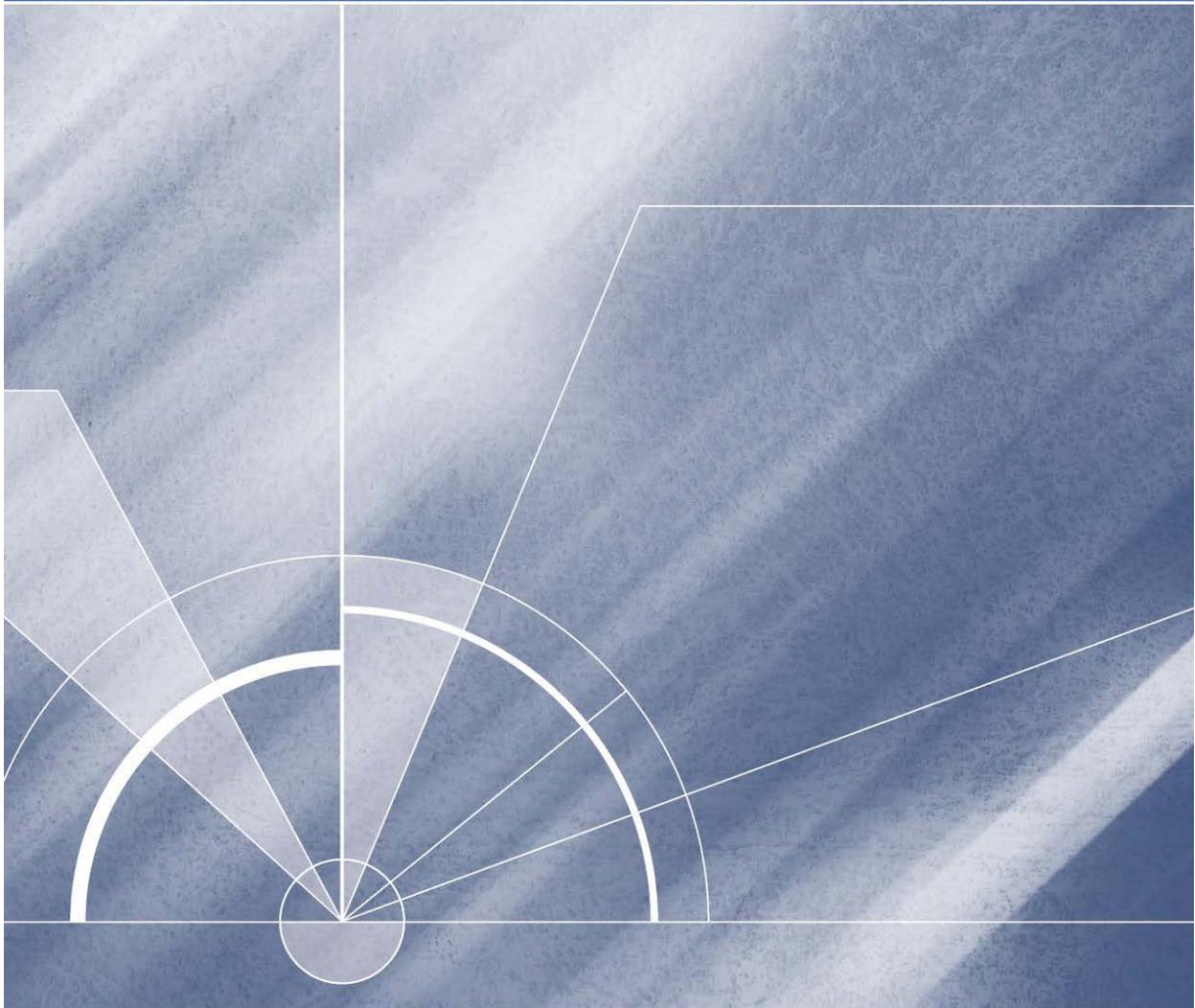


APPENDIX F

Federal Employee Viewpoint Survey

2019

Office of Personnel Management 
Federal Employee Viewpoint Survey
Empowering Employees. Inspiring Change.



United States Office of Personnel Management

[OPM.GOV/FEVS](https://www.opm.gov/fevs)

#FEVS

OSD, Agencies and Activities Defense Threat Reduction Agency 2nd Level Subagency Report

This 2019 OPM Federal Employee Viewpoint Survey Report provides summary results for your subagency, including comparisons to your department or agency.

Response Summary

	Surveys Completed	Response Rate
Governmentwide	615,395	42.6%
Department of Defense	199,723	33.1%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,418	35.5%
Defense Threat Reduction Agency	635	52.3%

Your Data

A Microsoft® Excel® file containing your results is embedded in this document. To access the workbook, double click on the 'pin' in the upper left corner of this page. Alternatively, you may access the workbook through the vertical navigation pane on the left side of the Adobe® Reader® window by clicking on the image of the paper clip.

Top 10 Positive & Negative Items and Leading & Trailing Your Comparison Group

These sections provide high level information on how your subagency is doing.

Main Report Results

The results include response percentages for each survey item. The definitions for the Positive, Neutral, and Negative response percentages vary in the following ways across the three primary response scales used in the survey:

Positive: *"Strongly Agree and Agree" or "Very Satisfied and Satisfied" or "Very Good and Good"*

Neutral: *"Neither Agree nor Disagree" or "Neither Satisfied nor Dissatisfied" or "Fair"*

Negative: *"Disagree and Strongly Disagree" or "Dissatisfied and Very Dissatisfied" or "Poor and Very Poor"*

Positive, Neutral, and Negative percentages are based on the total number of responses (N) that are in these three categories. The number of *Do Not Know (DNK)*, *No Basis to Judge (NBJ)*, *Choose Not to Participate*, *Not Available to Me*, *Unaware of Programs*, or *No Support Required* responses, where applicable, is listed separately.

OSD, Agencies and Activities
Defense Threat Reduction Agency
2nd Level Subagency Report

Top 10 Positive & Negative Items

The figures below highlight the top 10 positive and negative results from the survey to help you quickly identify the most positive and most negative aspects of the organizational environment (only items 1 to 71 are included). Use this snapshot as a quick reference or overview of your OPM FEVS results.

Highest Percent Positive

96.4%	When needed I am willing to put in the extra effort to get a job done. (Q.7)
95.1%	I am constantly looking for ways to do my job better. (Q.8)
88.4%	My organization has prepared employees for potential security threats. (Q.36)
87.1%	The work I do is important. (Q.13)
86.9%	My agency is successful at accomplishing its mission. (Q.39)
86.7%	How would you rate the overall quality of work done by your work unit? (Q.28)
85.3%	I know how my work relates to the agency's goals. (Q.12)
85.0%	My supervisor treats me with respect. (Q.49)
83.8%	I am held accountable for achieving results. (Q.16)
83.8%	My supervisor supports my need to balance work and other life issues. (Q.42)

Highest Percent Negative

40.9%	Pay raises depend on how well employees perform their jobs. (Q.33)
38.4%	How satisfied are you with your opportunity to get a better job in your organization? (Q.67)
35.9%	I believe the results of this survey will be used to make my agency a better place to work. (Q.41)
34.7%	In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)
34.3%	Promotions in my work unit are based on merit. (Q.22)
33.4%	In my work unit, differences in performance are recognized in a meaningful way. (Q.24)
32.1%	I have sufficient resources (for example, people, materials, budget) to get my job done. (Q.9)
28.9%	In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (Q.53)
27.7%	Awards in my work unit depend on how well employees perform their jobs. (Q.25)
27.6%	Employees have a feeling of personal empowerment with respect to work processes. (Q.30)

OSD, Agencies and Activities Defense Threat Reduction Agency 2nd Level Subagency Report

Leading Your Comparison Group

The figure below allows you to see where your subagency results are higher than your comparison group (OSD, Joint Staff, Defense Agencies, and Field Activities) average (only items 1 to 71 are included). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are higher than the average, only the 10 items with the greatest differences are shown. An '*' in % Positive Response represents a percentage less than 8.

Defense Threat Reduction Agency
 OSD, Joint Staff, Defense Agencies, and Field Activities

Survey Item	% Positive Response	Difference
My agency is successful at accomplishing its mission. (Q.39)	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;">86.9%</div> <div style="width: 15%;">79.8%</div> </div>	+7.1
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. (Q.23)	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;">41.3%</div> <div style="width: 15%;">35.5%</div> </div>	+5.8
I have enough information to do my job well. (Q.2)	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;">76.4%</div> <div style="width: 15%;">70.9%</div> </div>	+5.5
My work unit is able to recruit people with the right skills. (Q.21)	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;">53.2%</div> <div style="width: 15%;">47.9%</div> </div>	+5.3
I feel encouraged to come up with new and better ways of doing things. (Q.3)	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;">68.3%</div> <div style="width: 15%;">64.2%</div> </div>	+4.1
I am given a real opportunity to improve my skills in my organization. (Q.1)	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;">72.5%</div> <div style="width: 15%;">68.8%</div> </div>	+3.7
My work gives me a feeling of personal accomplishment. (Q.4)	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;">75.6%</div> <div style="width: 15%;">72.1%</div> </div>	+3.5
Considering everything, how satisfied are you with your pay? (Q.70)	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;">71.0%</div> <div style="width: 15%;">67.7%</div> </div>	+3.3
My organization has prepared employees for potential security threats. (Q.36)	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;">88.4%</div> <div style="width: 15%;">85.3%</div> </div>	+3.1
How satisfied are you with the training you receive for your present job? (Q.68)	<div style="display: flex; justify-content: space-between;"> <div style="width: 60%;">61.5%</div> <div style="width: 15%;">58.4%</div> </div>	+3.1

OSD, Agencies and Activities
Defense Threat Reduction Agency
2nd Level Subagency Report

Trailing Your Comparison Group

The figure below allows you to see where your subagency results are lower than your comparison group (OSD, Joint Staff, Defense Agencies, and Field Activities) average (only items 1 to 71 are included). Only survey items with differences of 3 percentage points or more from your comparison group average are displayed. If your subagency has more than 10 items that are lower than the average, only the 10 items with the greatest differences are shown. An '*' in % Positive Response represents a percentage less than 8.

 Defense Threat Reduction Agency
 OSD, Joint Staff, Defense Agencies, and Field Activities

Survey Item	% Positive Response	Difference
How satisfied are you with your opportunity to get a better job in your organization? (Q.67)	33.3% 42.8%	-9.5
In the last six months, my supervisor has talked with me about my performance. (Q.50)	76.2% 82.9%	-6.7
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels. (Q.19)	67.3% 73.8%	-6.5
Managers review and evaluate the organization's progress toward meeting its goals and objectives. (Q.57)	61.3% 66.8%	-5.5
My supervisor provides me with constructive suggestions to improve my job performance. (Q.46)	62.4% 67.6%	-5.2
I believe the results of this survey will be used to make my agency a better place to work. (Q.41)	42.5% 47.3%	-4.8
Physical conditions allow employees to perform their jobs well. (Q.14)	67.5% 72.1%	-4.6
My training needs are assessed. (Q.18)	55.5% 59.8%	-4.3
I know what is expected of me on the job. (Q.6)	77.2% 80.4%	-3.2

My Work Experience

1. I am given a real opportunity to improve my skills in my organization.

	N	Positive	Neutral	Negative
Governmentwide	611,219	67.2%	15.0%	17.8%
Department of Defense	190,476	69.2%	14.5%	16.2%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,255	68.0%	13.9%	17.3%
Defense Threat Reduction Agency	632	72.5%	13.8%	13.7%

2. I have enough information to do my job well.

	N	Positive	Neutral	Negative
Governmentwide	611,571	71.7%	14.2%	14.1%
Department of Defense	190,518	72.5%	14.1%	13.4%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,254	70.9%	14.1%	15.0%
Defense Threat Reduction Agency	634	76.4%	11.5%	12.0%

3. I feel encouraged to come up with new and better ways of doing things.

	N	Positive	Neutral	Negative
Governmentwide	609,335	61.0%	17.2%	21.0%
Department of Defense	197,019	65.5%	16.2%	18.3%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,120	64.2%	15.7%	20.0%
Defense Threat Reduction Agency	631	68.3%	15.4%	16.4%

4. My work gives me a feeling of personal accomplishment.

	N	Positive	Neutral	Negative
Governmentwide	612,601	72.1%	14.5%	13.4%
Department of Defense	190,063	72.5%	14.7%	12.8%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,295	72.1%	14.3%	13.7%
Defense Threat Reduction Agency	634	75.6%	12.8%	11.6%

5. I like the kind of work I do.

	N	Positive	Neutral	Negative
Governmentwide	612,232	82.7%	11.2%	6.1%
Department of Defense	190,046	83.1%	11.2%	5.7%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,291	82.1%	11.6%	6.4%
Defense Threat Reduction Agency	634	83.2%	11.8%	5.0%

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My Work Experience (continued)

6. I know what is expected of me on the job.

	N	Positive	Neutral	Negative
Governmentwide	612,111	80.6%	10.6%	8.8%
Department of Defense	198,609	80.1%	11.0%	8.9%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,251	80.4%	10.3%	9.2%
Defense Threat Reduction Agency	634	77.2%	11.5%	11.3%

7. When needed I am willing to put in the extra effort to get a job done.

	N	Positive	Neutral	Negative
Governmentwide	612,974	95.6%	2.9%	1.6%
Department of Defense	198,971	96.0%	2.7%	1.3%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,301	96.1%	2.5%	1.4%
Defense Threat Reduction Agency	633	96.4%	2.3%	1.3%

8. I am constantly looking for ways to do my job better.

	N	Positive	Neutral	Negative
Governmentwide	613,544	90.9%	7.3%	1.8%
Department of Defense	199,186	92.0%	6.5%	1.4%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,339	92.1%	6.5%	1.4%
Defense Threat Reduction Agency	635	95.1%	4.0%	0.9%

9. I have sufficient resources (for example, people, materials, budget) to get my job done.

	N	Positive	Neutral	Negative	DNK
Governmentwide	608,706	48.9%	15.7%	35.3%	1,283
Department of Defense	197,645	50.3%	16.2%	33.4%	381
OSD, Joint Staff, Defense Agencies, and Field Activities	31,108	54.6%	15.2%	30.2%	70
Defense Threat Reduction Agency	630	54.6%	13.3%	32.1%	1

10. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Governmentwide	609,883	59.2%	15.8%	24.9%	1,025
Department of Defense	197,916	62.6%	15.6%	21.8%	322
OSD, Joint Staff, Defense Agencies, and Field Activities	31,123	63.5%	14.5%	22.0%	62
Defense Threat Reduction Agency	630	61.3%	15.2%	23.5%	1

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My Work Experience (continued)

11. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Governmentwide	605,029	61.1%	16.4%	22.5%	2,511
Department of Defense	196,349	63.4%	15.8%	20.7%	803
OSD, Joint Staff, Defense Agencies, and Field Activities	30,881	62.5%	15.4%	22.2%	129
Defense Threat Reduction Agency	625	60.6%	14.1%	25.3%	4

12. I know how my work relates to the agency's goals.

	N	Positive	Neutral	Negative	DNK
Governmentwide	610,249	85.1%	9.0%	6.0%	1,793
Department of Defense	198,124	85.9%	8.7%	5.4%	574
OSD, Joint Staff, Defense Agencies, and Field Activities	31,167	86.5%	8.0%	5.5%	84
Defense Threat Reduction Agency	631	85.3%	9.4%	5.3%	2

13. The work I do is important.

	N	Positive	Neutral	Negative	DNK
Governmentwide	610,355	90.0%	6.8%	3.2%	1,426
Department of Defense	198,079	90.2%	7.0%	2.8%	471
OSD, Joint Staff, Defense Agencies, and Field Activities	31,150	89.9%	7.0%	3.2%	78
Defense Threat Reduction Agency	628	87.1%	9.7%	3.2%	1

14. Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.

	N	Positive	Neutral	Negative	DNK
Governmentwide	610,747	66.4%	14.0%	19.5%	2,784
Department of Defense	198,540	65.3%	14.3%	20.3%	601
OSD, Joint Staff, Defense Agencies, and Field Activities	31,229	72.1%	11.9%	15.9%	99
Defense Threat Reduction Agency	632	67.5%	12.7%	19.8%	3

15. My performance appraisal is a fair reflection of my performance.

	N	Positive	Neutral	Negative	DNK
Governmentwide	605,420	71.2%	13.8%	14.9%	7,312
Department of Defense	196,350	71.5%	13.9%	14.6%	2,515
OSD, Joint Staff, Defense Agencies, and Field Activities	30,890	71.4%	12.2%	16.4%	374
Defense Threat Reduction Agency	601	71.9%	15.5%	12.6%	32

**OSD, Agencies and Activities
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My Work Experience (continued)

16. I am held accountable for achieving results.

	N	Positive	Neutral	Negative	DNK
Governmentwide	609,583	83.1%	11.3%	5.6%	2,493
Department of Defense	197,954	83.8%	11.0%	5.1%	696
OSD, Joint Staff, Defense Agencies, and Field Activities	31,134	85.4%	9.8%	4.8%	90
Defense Threat Reduction Agency	630	83.8%	9.8%	6.4%	3

17. I can disclose a suspected violation of any law, rule or regulation without fear of reprisal.

	N	Positive	Neutral	Negative	DNK
Governmentwide	589,502	67.2%	16.6%	16.2%	23,195
Department of Defense	193,054	69.9%	15.5%	14.6%	5,050
OSD, Joint Staff, Defense Agencies, and Field Activities	30,219	68.0%	15.8%	16.2%	1,072
Defense Threat Reduction Agency	603	68.1%	13.8%	18.1%	31

18. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Governmentwide	607,831	56.5%	22.0%	21.4%	5,336
Department of Defense	197,502	58.6%	21.5%	19.8%	1,577
OSD, Joint Staff, Defense Agencies, and Field Activities	31,079	59.8%	20.2%	20.0%	236
Defense Threat Reduction Agency	627	55.5%	20.9%	23.6%	8

19. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (for example, Fully Successful, Outstanding).

	N	Positive	Neutral	Negative	NBJ
Governmentwide	601,212	72.0%	12.7%	15.3%	11,466
Department of Defense	195,414	70.8%	12.8%	16.4%	3,442
OSD, Joint Staff, Defense Agencies, and Field Activities	30,765	73.8%	10.5%	15.7%	521
Defense Threat Reduction Agency	600	67.3%	12.6%	20.1%	33

My Work Unit

20. The people I work with cooperate to get the job done.

	N	Positive	Neutral	Negative
Governmentwide	611,209	77.3%	12.1%	10.6%
Department of Defense	198,299	77.9%	12.0%	10.1%
OSD, Joint Staff, Defense Agencies, and Field Activities	31,209	77.1%	11.6%	11.3%
Defense Threat Reduction Agency	632	79.8%	11.0%	9.2%

**OSD, Agencies and Activities
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My Work Unit (continued)

21. My work unit is able to recruit people with the right skills.

	N	Positive	Neutral	Negative	DNK
Governmentwide	507,463	43.9%	25.2%	30.8%	20,037
Department of Defense	191,613	44.9%	25.4%	29.7%	5,220
OSD, Joint Staff, Defense Agencies, and Field Activities	29,901	47.9%	25.1%	27.0%	906
Defense Threat Reduction Agency	610	53.2%	23.7%	23.1%	15

22. Promotions in my work unit are based on merit.

	N	Positive	Neutral	Negative	DNK
Governmentwide	560,300	39.2%	27.7%	33.1%	30,099
Department of Defense	105,132	39.4%	28.9%	31.7%	11,325
OSD, Joint Staff, Defense Agencies, and Field Activities	20,925	40.5%	27.8%	31.8%	1,973
Defense Threat Reduction Agency	577	38.8%	26.9%	34.3%	48

23. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	N	Positive	Neutral	Negative	DNK
Governmentwide	548,546	33.7%	28.1%	38.2%	50,203
Department of Defense	100,805	33.5%	28.8%	37.7%	15,642
OSD, Joint Staff, Defense Agencies, and Field Activities	20,063	35.5%	28.2%	36.4%	2,053
Defense Threat Reduction Agency	573	41.3%	24.1%	34.7%	51

24. In my work unit, differences in performance are recognized in a meaningful way.

	N	Positive	Neutral	Negative	DNK
Governmentwide	571,950	39.2%	28.0%	32.8%	35,377
Department of Defense	107,019	40.1%	28.6%	31.3%	9,723
OSD, Joint Staff, Defense Agencies, and Field Activities	29,174	42.7%	26.4%	30.9%	1,763
Defense Threat Reduction Agency	596	44.7%	21.9%	33.4%	31

25. Awards in my work unit depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
Governmentwide	568,705	47.0%	24.3%	28.0%	30,317
Department of Defense	106,002	47.6%	25.2%	27.2%	10,749
OSD, Joint Staff, Defense Agencies, and Field Activities	29,013	51.1%	23.1%	25.7%	1,934
Defense Threat Reduction Agency	598	51.0%	21.3%	27.7%	26

**OSD, Agencies and Activities
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My Work Unit (continued)

26. Employees in my work unit share job knowledge with each other.

	N	Positive	Neutral	Negative	DNK
Governmentwide	605,075	76.9%	12.4%	10.6%	2,503
Department of Defense	196,095	75.8%	13.0%	11.2%	755
OSD, Joint Staff, Defense Agencies, and Field Activities	30,838	76.2%	12.1%	11.7%	111
Defense Threat Reduction Agency	626	74.9%	13.1%	12.0%	1

27. The skill level in my work unit has improved in the past year.

	N	Positive	Neutral	Negative	DNK
Governmentwide	504,115	57.6%	27.0%	15.4%	22,586
Department of Defense	190,626	58.2%	26.8%	15.1%	6,008
OSD, Joint Staff, Defense Agencies, and Field Activities	29,869	59.6%	25.2%	15.2%	1,074
Defense Threat Reduction Agency	614	58.0%	27.4%	14.6%	13

28. How would you rate the overall quality of work done by your work unit?

	N	Positive	Neutral	Negative
Governmentwide	606,946	84.0%	12.9%	3.1%
Department of Defense	196,643	84.0%	13.1%	2.9%
OSD, Joint Staff, Defense Agencies, and Field Activities	30,921	84.1%	12.8%	3.1%
Defense Threat Reduction Agency	628	86.7%	11.8%	1.4%

29. My work unit has the job-relevant knowledge and skills necessary to accomplish organizational goals.

	N	Positive	Neutral	Negative	DNK
Governmentwide	602,007	80.6%	11.9%	7.5%	5,196
Department of Defense	195,266	80.3%	12.3%	7.4%	1,415
OSD, Joint Staff, Defense Agencies, and Field Activities	30,694	80.1%	11.7%	8.2%	235
Defense Threat Reduction Agency	625	82.5%	11.4%	6.1%	2

My Agency

30. Employees have a feeling of personal empowerment with respect to work processes.

	N	Positive	Neutral	Negative	DNK
Governmentwide	585,857	49.8%	23.7%	26.4%	12,699
Department of Defense	189,849	53.0%	23.6%	23.5%	3,385
OSD, Joint Staff, Defense Agencies, and Field Activities	29,844	52.8%	22.4%	24.8%	556
Defense Threat Reduction Agency	609	52.3%	20.0%	27.6%	11

**OSD, Agencies and Activities
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My Agency (continued)

31. Employees are recognized for providing high quality products and services.

	N	Positive	Neutral	Negative	DNK
Governmentwide	587,391	54.4%	21.2%	24.5%	11,018
Department of Defense	189,972	56.3%	21.3%	22.4%	3,154
OSD, Joint Staff, Defense Agencies, and Field Activities	29,758	57.2%	19.8%	23.0%	598
Defense Threat Reduction Agency	612	59.2%	19.5%	21.3%	10

32. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Governmentwide	577,043	44.3%	27.4%	28.2%	17,904
Department of Defense	186,827	46.7%	27.7%	25.6%	5,482
OSD, Joint Staff, Defense Agencies, and Field Activities	29,228	48.0%	25.7%	26.4%	1,025
Defense Threat Reduction Agency	603	50.1%	25.7%	24.1%	16

33. Pay raises depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
Governmentwide	557,080	27.8%	28.7%	43.5%	40,868
Department of Defense	180,395	29.3%	29.5%	41.2%	12,739
OSD, Joint Staff, Defense Agencies, and Field Activities	28,221	29.2%	29.6%	41.2%	2,128
Defense Threat Reduction Agency	559	29.4%	29.6%	40.9%	59

34. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring).

	N	Positive	Neutral	Negative	DNK
Governmentwide	553,893	58.7%	27.2%	14.2%	44,578
Department of Defense	179,009	58.8%	28.0%	13.2%	14,236
OSD, Joint Staff, Defense Agencies, and Field Activities	28,333	62.2%	24.5%	13.4%	2,082
Defense Threat Reduction Agency	573	62.5%	25.2%	12.3%	49

35. Employees are protected from health and safety hazards on the job.

	N	Positive	Neutral	Negative	DNK
Governmentwide	590,760	76.7%	13.0%	10.4%	8,514
Department of Defense	191,736	80.2%	11.8%	8.1%	1,716
OSD, Joint Staff, Defense Agencies, and Field Activities	30,082	82.7%	10.3%	7.0%	357
Defense Threat Reduction Agency	613	83.5%	10.1%	6.4%	8

**OSD, Agencies and Activities
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My Agency (continued)

36. My organization has prepared employees for potential security threats.

	N	Positive	Neutral	Negative	DNK
Governmentwide	591,468	79.9%	12.2%	7.9%	5,683
Department of Defense	191,499	84.5%	10.3%	5.2%	1,277
OSD, Joint Staff, Defense Agencies, and Field Activities	30,113	85.3%	9.2%	5.5%	225
Defense Threat Reduction Agency	615	88.4%	6.5%	5.2%	4

37. Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated.

	N	Positive	Neutral	Negative	DNK
Governmentwide	566,071	56.2%	21.2%	22.5%	32,457
Department of Defense	184,402	58.6%	21.0%	20.4%	8,090
OSD, Joint Staff, Defense Agencies, and Field Activities	28,786	57.5%	20.6%	21.9%	1,607
Defense Threat Reduction Agency	587	55.7%	19.6%	24.8%	35

38. Prohibited Personnel Practices (for example, illegally discriminating for or against any employee/applicant, obstructing a person's right to compete for employment, knowingly violating veterans' preference requirements) are not tolerated.

	N	Positive	Neutral	Negative	DNK
Governmentwide	548,380	70.3%	17.5%	12.1%	48,839
Department of Defense	179,575	71.5%	16.8%	11.7%	13,272
OSD, Joint Staff, Defense Agencies, and Field Activities	27,971	70.0%	17.1%	12.9%	2,353
Defense Threat Reduction Agency	561	71.2%	15.8%	13.0%	57

39. My agency is successful at accomplishing its mission.

	N	Positive	Neutral	Negative	DNK
Governmentwide	589,036	77.3%	15.2%	7.4%	9,565
Department of Defense	190,740	81.0%	13.8%	5.2%	2,546
OSD, Joint Staff, Defense Agencies, and Field Activities	29,903	79.8%	13.8%	6.4%	487
Defense Threat Reduction Agency	614	86.9%	9.9%	3.3%	6

40. I recommend my organization as a good place to work.

	N	Positive	Neutral	Negative
Governmentwide	598,080	66.8%	18.8%	14.4%
Department of Defense	192,990	67.5%	19.2%	13.3%
OSD, Joint Staff, Defense Agencies, and Field Activities	30,336	67.9%	18.2%	13.9%
Defense Threat Reduction Agency	622	65.9%	16.1%	18.0%

**OSD, Agencies and Activities
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My Agency (continued)

41. I believe the results of this survey will be used to make my agency a better place to work.

	N	Positive	Neutral	Negative	DNK
Governmentwide	556,743	41.3%	26.9%	31.7%	41,714
Department of Defense	178,588	39.2%	29.1%	31.7%	14,508
OSD, Joint Staff, Defense Agencies, and Field Activities	28,309	47.3%	25.1%	27.5%	2,052
Defense Threat Reduction Agency	590	42.5%	21.7%	35.9%	32

My Supervisor

42. My supervisor supports my need to balance work and other life issues.

	N	Positive	Neutral	Negative	DNK
Governmentwide	593,388	82.1%	9.0%	8.9%	2,930
Department of Defense	191,279	83.3%	9.0%	7.7%	989
OSD, Joint Staff, Defense Agencies, and Field Activities	30,083	83.0%	8.3%	8.7%	157
Defense Threat Reduction Agency	621	83.8%	9.1%	7.2%	0

43. My supervisor provides me with opportunities to demonstrate my leadership skills.

	N	Positive	Neutral	Negative	DNK
Governmentwide	592,721	70.9%	15.1%	14.0%	3,093
Department of Defense	191,200	71.2%	15.2%	13.6%	939
OSD, Joint Staff, Defense Agencies, and Field Activities	30,038	71.3%	14.7%	14.0%	172
Defense Threat Reduction Agency	615	71.4%	12.8%	15.8%	4

44. Discussions with my supervisor about my performance are worthwhile.

	N	Positive	Neutral	Negative	DNK
Governmentwide	589,625	68.1%	16.2%	15.7%	5,679
Department of Defense	189,933	67.4%	16.8%	15.8%	2,058
OSD, Joint Staff, Defense Agencies, and Field Activities	29,836	68.5%	15.5%	16.0%	347
Defense Threat Reduction Agency	609	66.7%	15.0%	18.3%	10

45. My supervisor is committed to a workforce representative of all segments of society.

	N	Positive	Neutral	Negative	DNK
Governmentwide	552,306	71.9%	19.5%	8.6%	43,178
Department of Defense	179,080	71.6%	20.0%	8.4%	13,005
OSD, Joint Staff, Defense Agencies, and Field Activities	28,158	72.9%	18.2%	8.9%	2,052
Defense Threat Reduction Agency	567	72.3%	17.0%	10.7%	53

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My Supervisor (continued)

46. My supervisor provides me with constructive suggestions to improve my job performance.

	N	Positive	Neutral	Negative	DNK
Governmentwide	592,663	67.1%	17.3%	15.6%	3,241
Department of Defense	191,037	66.1%	18.0%	15.9%	1,131
OSD, Joint Staff, Defense Agencies, and Field Activities	30,020	67.6%	16.1%	16.3%	186
Defense Threat Reduction Agency	617	62.4%	18.2%	19.3%	3

47. Supervisors in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
Governmentwide	587,801	71.0%	15.6%	13.4%	8,065
Department of Defense	189,768	71.4%	15.7%	12.9%	2,407
OSD, Joint Staff, Defense Agencies, and Field Activities	29,811	71.6%	15.0%	13.4%	401
Defense Threat Reduction Agency	614	73.5%	14.4%	12.1%	7

48. My supervisor listens to what I have to say.

	N	Positive	Neutral	Negative
Governmentwide	594,429	79.6%	10.5%	9.9%
Department of Defense	191,661	79.6%	10.8%	9.7%
OSD, Joint Staff, Defense Agencies, and Field Activities	30,150	79.2%	10.3%	10.6%
Defense Threat Reduction Agency	621	79.1%	11.4%	9.5%

49. My supervisor treats me with respect.

	N	Positive	Neutral	Negative
Governmentwide	594,200	84.3%	8.5%	7.1%
Department of Defense	191,618	84.4%	8.8%	6.9%
OSD, Joint Staff, Defense Agencies, and Field Activities	30,134	83.7%	8.4%	7.9%
Defense Threat Reduction Agency	620	85.0%	8.0%	7.0%

50. In the last six months, my supervisor has talked with me about my performance.

	N	Positive	Neutral	Negative
Governmentwide	594,433	82.0%	8.6%	9.4%
Department of Defense	191,692	80.8%	8.9%	10.3%
OSD, Joint Staff, Defense Agencies, and Field Activities	30,145	82.9%	7.5%	9.7%
Defense Threat Reduction Agency	621	76.2%	8.6%	15.2%

OSD, Agencies and Activities
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My Supervisor (continued)

51. I have trust and confidence in my supervisor.

	N	Positive	Neutral	Negative
Governmentwide	594,262	72.0%	14.2%	13.8%
Department of Defense	191,627	71.9%	14.4%	13.8%
OSD, Joint Staff, Defense Agencies, and Field Activities	30,134	71.4%	13.6%	15.0%
Defense Threat Reduction Agency	621	69.0%	15.7%	15.3%

52. Overall, how good a job do you feel is being done by your immediate supervisor?

	N	Positive	Neutral	Negative
Governmentwide	594,144	74.1%	15.8%	10.1%
Department of Defense	191,601	73.5%	16.2%	10.4%
OSD, Joint Staff, Defense Agencies, and Field Activities	30,114	73.3%	15.7%	11.0%
Defense Threat Reduction Agency	620	73.2%	17.2%	9.6%

Leadership

53. In my organization, senior leaders generate high levels of motivation and commitment in the workforce.

	N	Positive	Neutral	Negative	DNK
Governmentwide	576,809	45.0%	24.0%	31.1%	13,376
Department of Defense	186,339	48.6%	24.2%	27.2%	3,760
OSD, Joint Staff, Defense Agencies, and Field Activities	29,341	48.5%	22.9%	28.5%	540
Defense Threat Reduction Agency	611	50.1%	21.0%	28.9%	7

54. My organization's senior leaders maintain high standards of honesty and integrity.

	N	Positive	Neutral	Negative	DNK
Governmentwide	553,779	56.1%	23.1%	20.8%	36,043
Department of Defense	180,641	60.7%	21.6%	17.7%	9,357
OSD, Joint Staff, Defense Agencies, and Field Activities	28,308	58.7%	22.1%	19.2%	1,562
Defense Threat Reduction Agency	593	61.7%	20.7%	17.5%	26

55. Supervisors work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
Governmentwide	558,822	70.2%	18.6%	11.2%	28,605
Department of Defense	181,671	71.5%	18.2%	10.3%	7,612
OSD, Joint Staff, Defense Agencies, and Field Activities	28,579	70.8%	17.6%	11.6%	1,173
Defense Threat Reduction Agency	590	68.3%	20.3%	11.4%	26

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Leadership (continued)

56. Managers communicate the goals of the organization.

	N	Positive	Neutral	Negative	DNK
Governmentwide	580,748	64.6%	18.6%	16.8%	7,863
Department of Defense	187,200	64.9%	19.0%	16.1%	2,471
OSD, Joint Staff, Defense Agencies, and Field Activities	29,454	67.5%	17.0%	15.5%	351
Defense Threat Reduction Agency	613	65.9%	15.6%	18.4%	6

57. Managers review and evaluate the organization's progress toward meeting its goals and objectives.

	N	Positive	Neutral	Negative	DNK
Governmentwide	553,057	63.9%	21.6%	14.5%	36,249
Department of Defense	178,934	64.5%	22.0%	13.4%	10,944
OSD, Joint Staff, Defense Agencies, and Field Activities	28,293	66.8%	19.9%	13.3%	1,555
Defense Threat Reduction Agency	587	61.3%	21.7%	17.0%	29

58. Managers promote communication among different work units (for example, about projects, goals, needed resources).

	N	Positive	Neutral	Negative	DNK
Governmentwide	570,161	57.7%	20.5%	21.8%	19,711
Department of Defense	184,203	59.2%	20.8%	20.0%	5,811
OSD, Joint Staff, Defense Agencies, and Field Activities	29,052	59.6%	19.4%	21.0%	824
Defense Threat Reduction Agency	602	57.6%	20.3%	22.1%	15

59. Managers support collaboration across work units to accomplish work objectives.

	N	Positive	Neutral	Negative	DNK
Governmentwide	566,154	61.3%	20.3%	18.4%	20,010
Department of Defense	182,921	62.7%	20.7%	16.6%	5,832
OSD, Joint Staff, Defense Agencies, and Field Activities	28,855	62.8%	19.3%	17.9%	816
Defense Threat Reduction Agency	601	62.1%	19.5%	18.4%	14

60. Overall, how good a job do you feel is being done by the manager directly above your immediate supervisor?

	N	Positive	Neutral	Negative	DNK
Governmentwide	557,336	62.5%	21.4%	16.1%	31,506
Department of Defense	179,824	63.2%	21.5%	15.3%	9,755
OSD, Joint Staff, Defense Agencies, and Field Activities	28,348	63.7%	20.5%	15.8%	1,457
Defense Threat Reduction Agency	594	61.5%	20.1%	18.4%	21

**OSD, Agencies and Activities
Defense Threat Reduction Agency
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Leadership (continued)

61. I have a high level of respect for my organization's senior leaders.

	N	Positive	Neutral	Negative	DNK
Governmentwide	579,632	57.2%	22.6%	20.2%	8,840
Department of Defense	187,217	61.0%	21.7%	17.2%	2,292
OSD, Joint Staff, Defense Agencies, and Field Activities	29,440	61.1%	21.0%	17.9%	351
Defense Threat Reduction Agency	613	60.8%	20.3%	18.9%	3

62. Senior leaders demonstrate support for Work-Life programs.

	N	Positive	Neutral	Negative	DNK
Governmentwide	541,505	58.8%	24.0%	17.2%	46,639
Department of Defense	176,299	61.9%	23.4%	14.7%	13,037
OSD, Joint Staff, Defense Agencies, and Field Activities	28,079	63.8%	21.2%	15.0%	1,695
Defense Threat Reduction Agency	586	61.3%	21.9%	16.8%	30

My Satisfaction

63. How satisfied are you with your involvement in decisions that affect your work?

	N	Positive	Neutral	Negative
Governmentwide	585,087	54.8%	21.9%	23.3%
Department of Defense	188,171	57.7%	21.5%	20.9%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,576	57.3%	20.9%	21.8%
Defense Threat Reduction Agency	612	57.7%	16.9%	25.4%

64. How satisfied are you with the information you receive from management on what's going on in your organization?

	N	Positive	Neutral	Negative
Governmentwide	584,983	52.3%	22.4%	25.3%
Department of Defense	188,078	53.4%	22.6%	24.0%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,550	56.0%	20.5%	23.5%
Defense Threat Reduction Agency	608	57.8%	21.1%	21.1%

65. How satisfied are you with the recognition you receive for doing a good job?

	N	Positive	Neutral	Negative
Governmentwide	584,700	53.4%	22.5%	24.1%
Department of Defense	187,994	53.4%	23.1%	23.5%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,546	55.4%	21.1%	23.4%
Defense Threat Reduction Agency	612	56.0%	20.2%	23.8%

**OSD, Agencies and Activities
Defense Threat Reduction Agency
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My Satisfaction (continued)

66. How satisfied are you with the policies and practices of your senior leaders?

	N	Positive	Neutral	Negative
Governmentwide	504,390	46.8%	28.4%	24.8%
Department of Defense	187,975	50.4%	27.9%	21.6%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,543	50.5%	26.7%	22.8%
Defense Threat Reduction Agency	612	51.0%	26.0%	23.0%

67. How satisfied are you with your opportunity to get a better job in your organization?

	N	Positive	Neutral	Negative
Governmentwide	504,169	40.7%	27.0%	32.3%
Department of Defense	187,913	41.1%	27.3%	31.6%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,521	42.8%	25.5%	31.7%
Defense Threat Reduction Agency	612	33.3%	28.2%	38.4%

68. How satisfied are you with the training you receive for your present job?

	N	Positive	Neutral	Negative
Governmentwide	504,592	56.7%	22.3%	21.1%
Department of Defense	187,909	56.9%	22.5%	20.6%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,539	58.4%	20.7%	20.9%
Defense Threat Reduction Agency	609	61.5%	20.6%	17.9%

69. Considering everything, how satisfied are you with your job?

	N	Positive	Neutral	Negative
Governmentwide	504,624	68.6%	16.5%	14.9%
Department of Defense	188,039	69.3%	16.5%	14.2%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,539	69.6%	15.9%	14.5%
Defense Threat Reduction Agency	610	68.0%	15.6%	16.4%

70. Considering everything, how satisfied are you with your pay?

	N	Positive	Neutral	Negative
Governmentwide	504,219	63.3%	16.2%	20.5%
Department of Defense	187,867	64.0%	16.9%	19.1%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,490	67.7%	15.7%	16.6%
Defense Threat Reduction Agency	609	71.0%	14.4%	14.6%

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My Satisfaction (continued)

71. Considering everything, how satisfied are you with your organization?

	N	Positive	Neutral	Negative
Governmentwide	581,919	61.0%	20.1%	18.9%
Department of Defense	187,136	61.9%	20.5%	17.6%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,309	63.6%	18.7%	17.7%
Defense Threat Reduction Agency	609	64.8%	17.6%	17.6%

Performance

72. Currently, in my work unit poor performers usually:

	N	Remain In Work Unit And Improve Over Time	Remain In Work Unit And Continue To Under-perform	Leave Work Unit - Removed or Transferred	Leave Work Unit - Quit	No Poor Performers In Work Unit	Do Not Know
Governmentwide	461,560	17.1%	55.5%	8.1%	2.1%	17.1%	123,151
Department of Defense	151,241	16.0%	56.3%	9.6%	1.9%	16.2%	36,781
OSD, Joint Staff, Defense Agencies, and Field Activities	23,105	17.6%	53.3%	9.4%	2.1%	17.6%	6,433
Defense Threat Reduction Agency	502	12.8%	51.4%	13.7%	2.8%	19.2%	107

Partial Government Shutdown

73. Which of the following best describes the impact of the partial government shutdown (December 22, 2018 - January 25, 2019) on your working/pay status?

	N	No Impact On Working/Pay Status	No Work And No Pay Until After Shutdown	Worked Some But No Pay Until After Shutdown	Worked Entire Shutdown But No Pay Until After	Other
Governmentwide	583,875	53.7%	18.2%	6.7%	17.3%	4.1%
Department of Defense	187,611	87.9%	4.2%	1.2%	2.3%	4.5%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,460	89.4%	3.5%	1.0%	1.6%	4.5%
Defense Threat Reduction Agency	609	85.0%	8.2%	1.1%	2.0%	3.7%

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Partial Government Shutdown (continued)

74. How was your everyday work impacted during (if you worked) or after the partial government shutdown?

	N	No Impact	Slightly Negative Impact	Moderately Negative Impact	Very Negative Impact	Extremely Negative Impact
Governmentwide	576,262	44.9%	16.0%	16.7%	12.1%	10.3%
Department of Defense	186,943	70.8%	15.1%	8.7%	3.5%	2.0%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,386	72.0%	14.4%	8.3%	3.3%	2.1%
Defense Threat Reduction Agency	602	64.9%	14.6%	12.7%	4.5%	3.3%

75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply)

	N	Unmanageable Workload	Missed Deadlines	Unrecoverable Loss of Work	Reduced Customer Service	Delayed Work
Governmentwide	324,309	29.6%	45.8%	20.7%	47.9%	66.7%
Department of Defense	54,172	15.7%	33.7%	12.8%	46.2%	59.1%
OSD, Joint Staff, Defense Agencies, and Field Activities	8,119	15.7%	32.2%	12.3%	46.1%	57.3%
Defense Threat Reduction Agency	206	11.4%	36.5%	16.3%	41.6%	73.6%

If the response to item 74 was "It had no impact", item 75 was skipped.

(continued)

75. In what ways did the partial government shutdown negatively affect your work? (Check all that apply) (continued)

	N	Reduced Work Quality	Cutback Of Critical Work	Time Lost Restarting Work	Unmet Statutory Requirements	Other
Governmentwide	324,309	31.9%	25.4%	42.0%	12.4%	27.3%
Department of Defense	54,172	20.9%	14.5%	26.8%	8.9%	29.1%
OSD, Joint Staff, Defense Agencies, and Field Activities	8,119	19.8%	14.6%	25.0%	9.2%	30.9%
Defense Threat Reduction Agency	206	17.0%	16.1%	36.2%	8.2%	27.0%

If the response to item 74 was "It had no impact", item 75 was skipped.

76. Are you looking for another job because of the partial government shutdown?

	N	Looking Specifically Because Of Shutdown	Looking But Shutdown Is Only One Of The Reasons	Looking But Shutdown Had No Influence	Not Looking Currently
Governmentwide	579,912	1.5%	8.0%	19.8%	70.7%
Department of Defense	186,522	0.8%	4.9%	26.4%	67.8%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,204	0.9%	4.3%	27.9%	66.9%
Defense Threat Reduction Agency	605	0.7%	3.6%	33.5%	62.3%

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Partial Government Shutdown (continued)

77. My agency provided the support (e.g., communication, assistance, guidance) I needed during the partial government shutdown.

	N	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Support Required
Governmentwide	464,251	23.9%	40.3%	22.0%	7.7%	6.1%	117,730
Department of Defense	117,573	26.5%	41.0%	25.3%	4.4%	2.0%	69,243
OSD, Joint Staff, Defense Agencies, and Field Activities	18,331	31.6%	40.8%	21.8%	3.5%	2.3%	10,990
Defense Threat Reduction Agency	360	29.6%	45.3%	20.9%	2.8%	1.4%	247

Work-Life

78. Please select the response below that BEST describes your current teleworking schedule.

	N	Telework				
		Very Infrequently	Only 1-2 Days Per Month	1-2 Days Per Week	3-4 Days Per Week	Every Work Day
Governmentwide	579,351	14.5%	5.9%	15.9%	5.2%	2.0%
Department of Defense	186,262	16.6%	5.1%	9.1%	2.1%	0.7%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,258	19.5%	7.0%	24.5%	10.9%	1.4%
Defense Threat Reduction Agency	607	48.2%	19.7%	11.6%	0.3%	0.7%

(continued)

78. Please select the response below that BEST describes your current teleworking schedule. (continued)

	N	Do Not Telework			
		Must Be Physically Present	Technical Issues	Not Approved To Telework	Choose Not To Telework
Governmentwide	579,351	27.0%	3.5%	13.5%	12.5%
Department of Defense	186,262	27.3%	5.1%	19.2%	14.8%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,258	15.3%	2.1%	8.7%	10.7%
Defense Threat Reduction Agency	607	3.2%	1.5%	4.5%	10.3%

**OSD, Agencies and Activities
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Work-Life (continued)

79. How satisfied are you with the Telework program in your agency?

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	380,622	60.1%	20.8%	19.1%	32,942	144,715	22,910
Department of Defense	107,483	50.7%	26.4%	22.9%	12,567	57,427	9,373
OSD, Joint Staff, Defense Agencies, and Field Activities	23,446	69.6%	15.7%	14.8%	1,376	3,901	516
Defense Threat Reduction Agency	560	60.2%	19.3%	20.5%	23	21	2

80. Which of the following Work-Life programs have you participated in or used at your agency within the last 12 months? (Mark all that apply):

	N	Alternative Work Schedules	Health and Wellness Programs	Employee Assistance Program - EAP	Child Care Programs	Elder Care Programs	None Listed
Governmentwide	577,815	45.1%	27.7%	7.0%	3.2%	0.4%	39.5%
Department of Defense	185,967	46.1%	27.2%	4.5%	3.4%	0.3%	40.0%
OSD, Joint Staff, Defense Agencies, and Field Activities	29,198	50.8%	41.3%	5.9%	2.7%	0.4%	32.3%
Defense Threat Reduction Agency	603	50.8%	48.0%	5.6%	4.7%	1.1%	25.4%

81. How satisfied are you with the following Work-Life programs in your agency? Alternative Work Schedules (for example, compressed work schedule, flexible work schedule)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	410,019	77.9%	15.2%	6.9%	71,628	75,146	22,071
Department of Defense	132,308	77.0%	15.8%	7.2%	18,870	27,170	7,756
OSD, Joint Staff, Defense Agencies, and Field Activities	21,942	82.4%	12.5%	5.1%	3,487	2,799	977
Defense Threat Reduction Agency	442	80.8%	9.7%	9.4%	125	32	3

82. How satisfied are you with the following Work-Life programs in your agency? Health and Wellness Programs (for example, onsite exercise, flu vaccination, medical screening, CPR training, health and wellness fair)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	387,606	65.8%	26.8%	7.4%	90,937	44,796	45,335
Department of Defense	123,352	63.5%	20.7%	7.8%	30,356	14,151	17,639
OSD, Joint Staff, Defense Agencies, and Field Activities	20,914	77.0%	18.5%	4.6%	4,463	1,929	1,814
Defense Threat Reduction Agency	477	82.2%	14.9%	2.9%	103	6	16

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Work-Life (continued)

83. How satisfied are you with the following Work-Life programs in your agency? Employee Assistance Program - EAP (for example, short-term counseling, referral services, legal services, information services)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	282,014	45.4%	49.0%	5.7%	221,222	15,633	56,971
Department of Defense	87,836	40.4%	54.4%	5.1%	65,826	7,510	24,177
OSD, Joint Staff, Defense Agencies, and Field Activities	14,022	47.9%	48.2%	3.9%	11,666	758	2,609
Defense Threat Reduction Agency	261	50.3%	45.1%	4.6%	304	7	29

84. How satisfied are you with the following Work-Life programs in your agency? Child Care Programs (for example, child care center, parenting classes and support groups, back-up care, subsidy, flexible spending account)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	190,221	31.2%	62.6%	6.2%	248,558	65,987	70,671
Department of Defense	64,992	29.7%	65.2%	5.1%	77,300	18,090	24,882
OSD, Joint Staff, Defense Agencies, and Field Activities	9,628	33.4%	62.6%	3.9%	12,850	2,834	3,757
Defense Threat Reduction Agency	185	35.7%	58.8%	5.5%	357	28	32

85. How satisfied are you with the following Work-Life programs in your agency? Elder Care Programs (for example, elder/adult care, support groups, resources)

	N	Positive	Neutral	Negative	Choose Not to Participate	Not Available to Me	Unaware of Programs
Governmentwide	158,590	21.6%	74.1%	4.3%	244,230	59,125	111,402
Department of Defense	53,022	19.2%	77.6%	3.2%	72,858	17,718	41,090
OSD, Joint Staff, Defense Agencies, and Field Activities	8,283	25.4%	71.7%	2.9%	12,345	2,577	5,765
Defense Threat Reduction Agency	160	26.7%	70.2%	3.0%	353	26	62

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My Employment Demographics

<i>Where do you work?</i>	
	%
Headquarters	82.1%
Field	17.9%

<i>What is your supervisory status?</i>	
	%
Senior Leader	2.5%
Manager	5.7%
Supervisor	12.1%
Team Leader	21.3%
Non-Supervisor	58.5%

<i>What is your pay category/grade?</i>	
	%
Federal Wage System	0.0%
GS 1-6	0.5%
GS 7-12	15.7%
GS 13-15	81.3%
Senior Executive Service	1.5%
Senior Level (SL) or Scientific or Professional (ST)	0.0%
Other	1.0%

<i>What is your US military service status?</i>	
	%
No Prior Military Service	43.1%
Currently in National Guard or Reserves	2.0%
Retired	38.8%
Separated or Discharged	16.1%

Note: Percentages for demographic questions are unweighted.

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My Employment Demographics (continued)

How long have you been with the Federal Government (excluding military service)?

	%
Less than 1 year	2.0%
1 to 3 years	10.2%
4 to 5 years	8.0%
6 to 10 years	27.5%
11 to 14 years	19.1%
15 to 20 years	14.1%
More than 20 years	19.1%

How long have you been with your current agency (for example, Department of Justice, Environmental Protection Agency)?

	%
Less than 1 year	5.0%
1 to 3 years	20.0%
4 to 5 years	6.9%
6 to 10 years	28.2%
11 to 14 years	19.0%
15 to 20 years	12.4%
More than 20 years	8.6%

Are you considering leaving your organization within the next year, and if so, why?

	%
No	50.7%
Yes, to retire	5.2%
Yes, to take another job within the Federal Government	35.1%
Yes, to take another job outside the Federal Government	4.0%
Yes, other	5.0%

I am planning to retire:

	%
Within one year	3.4%
Between one and three years	9.7%
Between three and five years	14.1%
Five or more years	72.8%

Note: Percentages for demographic questions are unweighted.

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My Personal Demographics

Are you of Hispanic, Latino, or Spanish origin?

	%
Yes	8.3%
No	91.7%

Please select the racial category or categories with which you most closely identify.

	%
White	74.4%
Black or African American	16.1%
All other races	9.5%

What is your age group?

	%
29 years and under	2.1%
30-39 years old	14.1%
40-49 years old	22.8%
50-59 years old	45.9%
60 years or older	15.2%

What is the highest degree or level of education you have completed?

	%
Less than High School/ High School Diploma/ GED	1.9%
Certification/ Some College/ Associate's Degree	13.7%
Bachelor's Degree	29.1%
Advanced Degrees (Post Bachelor's Degree)	55.3%

Are you an individual with a disability?

	%
Yes	16.3%
No	83.7%

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'My Personal Demographics' questions may be suppressed. Any suppressed percentages are noted.

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My Personal Demographics (continued)

Are you:		%
Male		64.8%
Female		35.2%

Are you transgender?		%
Yes		--
No		--

Note: All results are suppressed when any single demographic category has fewer than 4 responses.

Which one of the following do you consider yourself to be?		%
Straight, that is not gay or lesbian		--
Gay or Lesbian		--
Bisexual		--
Something else		--

Note: All results are suppressed when any single demographic category has fewer than 4 responses.

Note: Percentages for demographic questions are unweighted. For confidentiality reasons, percentages for the 'My Personal Demographics' questions may be suppressed. Any suppressed percentages are noted.



APPENDIX G

Disability Strategic Plan

Disability Strategic Action Plan
 Individual with Disabilities (IwDs)
 Individual with Targeted Disabilities (IwTDs)

MD-715 Affirmative Action Plan Deficiencies (Part J)	OPR/POC	Status/Comments
Recruitment and Hiring		
• The agency have a trigger involving IwDs by grade level cluster in GS-1 to GS-10	ERG/EO/HR	
• Triggers exist for IwDs and/IwTDs among the new hires in the permanent workforce	ERG/EO/HR	
• Triggers exist for IwDs and/ IwTDs among the new hires for the mission-critical occupations (MCOs)	ERG/EO/HR	
• Triggers exist for IwDs and/IwTDs among the qualified <i>internal</i> applicants for any of the mission-critical occupations (MCOs)	ERG/EO/HR	
• Triggers exist for IwDs and/IwTDs among employees promoted to any of the mission-critical occupations (MCOs)	ERG/EO/HR	
Advancement Program Plan (Career Development)		
• Agency does not have a plan to ensure IwDs and IwTDs have sufficient opportunities for advancement.	ERG/HR	
• Triggers exist for IwDs among the applicants and selectees for any of the career development programs (applicant flow data)	ERG/HR	
• Triggers exist for IwTDs among the applicants and/or selectees for any of the career development programs identified	ERG/HR	
Awards		
• The Agency have a trigger involving IwDs and IwTDs at any level of the time-off awards, bonuses, or other incentives	ERG/EO/HR	
• The Agency have a trigger involving IwDs and IwTDs for quality step increases or performance-based pay increases	ERG/EO/HR	

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Promotion		
• The Agency have a trigger involving IwDs and IwTDs among the qualified <i>internal</i> applicants and/or selectees for promotions to the senior grade levels (SES, GS-15, GS-14, and GS-13)	ERG/EO/HR	
• The Agency does have a trigger involving IwDs and IwTDs among the new hires to the senior grade levels	ERG/EO/HR	
• The Agency does have a trigger involving IwDs and IwTDs among the new hires for executives, managers and supervisors	ERG/HR	
Retention		
• The Agency did not convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service	ERG/EO/HR	
• The percentage of IwDs and IwTDs among voluntary and involuntary separations exceed that of persons without targeted disabilities	ERG/EO/HR	
Facilities/Section 504		
• The Agency does not have a public website that explain employees' and applicants' rights under the Architectural Barrier Act nor how to file a complaint	Facilities/EO	
Technology/Section 508		
• The Agency does not have a public internet address on the agency's public website that explain employees' and applicants' right under Section 508 of the Rehabilitation Act nor how to file a complaint	IT/EO	
Reasonable Accommodation Program		
Personal Assistance Services (PAS)		
Complaint and Findings Data		
Identification and Removal of Barriers		

2

• Conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be affecting employment opportunities of IWDs and IWTDs.	EO/HR	
• Established a plan to correct the barrier(s) involving IWDs and/or IWTDs	EO/HR	
FEORP Report / Strategic Employment of Individuals with Disabilities		
○ Collaborate with HR to increase opportunities for IWDs through the use of the Schedule A Hiring Authority, Veterans' programs, such as Operation Warfighter Program, and the WRP	EO/HR	
○ Work closely with the Information Technology Directorate and Building Manager to ensure accommodations are available for IWDs disabilities	EO/IT	
○ Collaborate with HR to conduct training for hiring managers on employment of IWDs, including the use of special hiring authorities and disability etiquette	EO/HR	
○ Partner with HR to conduct quarterly WRP and Schedule A Supervisor/Hiring Managers Brown Bag sessions to inform supervisors of the program and how to hire IWDs	EO/HR	
○ Host quarterly meetings with Managers and Individuals who utilize the Sign Language Interpreters (SLI) services	EO	
○ Serve as advisor and participate in Section 508 Accessibility Team meetings, track and assist with all incoming Section 508 inquiries.	EO/IT	
○ Bi-Annually meet with the Facilities Manager to ensure guidelines are in compliance with Architectural Barriers Act guidelines	EO/AL	
○ Collaborate with the Emergency Planning Team concerning evacuation procedures for Individuals Requiring Special Assistance (IRSA)	EO/SC	
EEOC Criteria for Improving IwTDs Participation Rates/Retention		
○ Establish numerical goals (2% and 12%)	EO/HR	
○ Provide mandatory training for all management officials <ul style="list-style-type: none"> ▪ The hiring goals ▪ Special hiring authorities (Schedule A and Veterans) ▪ Reasonable Accommodations ▪ Advancement and retention strategies (i.e. Schedule A and Operations Warfighter) 	EO/HR	
○ Develop and ensure management accountability (create disability slides for HR for Supervisors and Civil Treatment for Supervisor trainings)	EO	

3

○ Ensure that a diversity element is included in senior leaders' performance appraisals	EO/HR	
○ Policy statement emphasizing and encouraging managers to increase their use of special hiring authorities, highlight data on IWDs and provide recommendations to improve employment opportunities and trends to make the federal government the employer of first choice for IWTDs	EO	
Metrics and Data		
○ Collaborate with HR on accurate data <ul style="list-style-type: none"> ▪ DVAAP ▪ FEORP ▪ MD-715 	EO/HR	
○ Track and Trend <ul style="list-style-type: none"> ▪ Disability EEO Complaints ▪ Disability harassment issues ▪ Hiring/separation ▪ Awards 	EO/HR	
DVAAP Report		
• Recruitment for Veterans	EO/HR	
○ Schedule strategic conversations with Hiring managers to be proactive in considering candidates in the ten-point Veteran's file	HR	
○ Utilize the OPM Feds Hire Vets website for ideas on how to reach Veterans and disabled Veterans	EO	
○ Educate and emphasize the importance of recruiting disabled Veterans using the Schedule "A" hiring authority to management staff and hiring officials during various forums (i.e. Brown Bag session)	EO/HR	
○ Work in partnership to establish an effective Operations Warfighter Program for the agency to provide transition opportunities	EO/HR	
• Internal Advancement Opportunities	EO/HR	
○ Encourage manager and supervisors to consider identifying vacancies as trainee/developmental positions that can be offered to disabled Veterans	HR	
○ Host Lunch and Learn sessions to enhance and educate the workforce on IWDs, and Veterans that are 30% or more disabled	EO	

4

o Promote and provide briefing sessions on the Schedule A hiring authority, the Workforce Recruitment Program and the Reasonable Accommodations Program	EO/HR	
o Assess demographic data to identify barriers regarding IWDs, IWTDs and Veterans that are 30% or more disabled	EO	
• Remote Sites	EO	
o Identify POC at the remote site to include in the various trainings for hiring managers and supervisors	EO/HR	
o Collaborate to increase participation and support of hiring IWDs, IWTDs and Veterans that are 30% or more disabled	EO/HR	
Disability Recruitment		HR POC: Jacqueline Preliou-Holland
• Workforce Recruitment Program (WRP)	EO	
o Enhance participation at HQ and Remote sites	EO	
o Increase the WRP interns each year	EO	
o Partner with HR to conduct quarterly WRP Supervisor/Hiring Managers Brown Bag sessions to inform supervisors of the program and how to hire a student/IWDs	EO/HR	
o Create a WRP Toolkit and brand it with the Director and Directorates	EO	
• Schedule A	EO	
o Track Schedule A candidates requests for employment	EO/HR	
o Collaborate with HR to conduct training for hiring managers on employment of IWDs, including the use of special hiring authorities and disability etiquette	HR	
o Implement informational "Schedule A Fact Sheets" for hiring managers regarding special, non-competitive hiring authorities for IWDs	EO/HR	
• Wounded Warrior/Operations Warfighter	EO	
o Collaborate with HR to establish a successful Wounded Warrior Program	EO	
o Build rapport with the Fort Belvoir Wounded Warrior Program	EO	
o Network with other agencies or companies to see how their Wounded Warrior Program is working	EO	
DTRA Occupant Emergency Evacuation Plan Efforts		

5

• IRSA	EO	
o Communicate with Supervisors to identify IRSA Buddy System within their departments/sections	EO	
o Update IRSA log periodically to ensure IWDs are assigned a Buddy and aware of emergency evacuations	EO	
o Ensure IWDs requiring special assistance are aware of the rally point during emergency evacuations	EO	
Special Emphasis Observance		
• NDEAM	EO	
o Schedule activities for the month of October to educate the workforce	EO/HR	
o Work in partnership w/HR to provide training and awareness of disability and accommodations		
ACCESSIBILITY (Facilities/Technology)		POC: Pat Bass /Rob Bleck
• SECTION 504	EO/AL	
o Coordinate with Facilities to conduct DTRA ADA site visits in compliance with Architectural Barrier Act (ABA) guidelines	EO/AL	
o Annually meet with Facilities Manager to ensure guidelines are in compliance with ABA guidelines	EO/AL	
o Continually maintain an open rapport with Facilities to ensure the same benefits and privileges are provided to all employees equally	EO/IT	
• SECTION 508	EO/IT	
o Participate in Section 508 Accessibility Team meetings	EO/IT	
o Track and assist incoming Section 508 complaints	EO/IT	
o Advise Section 508 Accessibility Team members on noncompliance concerns	EO	
Sign Language Interpreter (SLI)		POC: Catherine Callendar
o Monitor the services provided by the SLI on a monthly basis	EO	
o Quarterly meeting with Managers and Individuals who use the SLI services to receive their feedback and inputs	EO	
o Ensure the correct means of communication is used when requesting SLI services (i.e. calendar invites)	EO	

6

APPENDIX H



**Applicant Flow
Data**

Security Administration - GS - 0080

New Hires																
Job Series and App. Step	Totals	RACE/ETHNICITY														
		Hispanic		Non-Hispanic												
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races		
GS-0080		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Applied	#	620	57	18	215	74	141	63	24	5	1		14		4	4
	%	100%	9.19	2.90	34.68	11.94	22.74	10.16	3.87	0.81	0.16	0.00	2.26	0.00	0.65	0.65
CLF 2010	%		5.17	4.79	30.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#	454	33	16	157	66	98	54	14	4	0		6		3	3
	%	73.22%	7.27	3.52	34.58	14.54	21.59	11.89	3.08	0.88	0.00	0.00	1.32	0.00	0.66	0.66
Referred	#	138	14	5	54	15	29	11	4	1			3		1	1
	%	22.25%	10.14	3.62	39.13	10.87	21.01	7.97	2.90	0.72	0.00	0.00	2.17	0.00	0.72	0.72
Selected	#	0.0	0	0	0	0	0	0								
	%	100	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions																
Job Series and App. Step	Totals	RACE/ETHNICITY														
		Hispanic		Non-Hispanic												
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races		
GS-0080		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Applied	#	830	100	19	319	48	184	74	40	8	4		10	1	8	4
	%	100%	12.05	2.29	38.43	5.78	22.17	8.92	4.82	0.96	0.48	0.00	1.20	0.12	0.96	0.48
CLF 2010	%	100	5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#	521	72	11	214	30	100	41	28	5	3	0	3	0	5	3
	%	62.7%	13.82	2.11	41.07	5.76	19.19	7.87	5.37	0.96	0.58	0.00	0.58	0.00	0.96	0.58
Referred	#	128	19	3	55	9	24	9	4	1	1	0	2	0	1	0
	%	15.4%	14.84	2.34	42.97	7.03	18.75	7.03	3.13	0.78	0.78	0.00	1.56	0.00	0.78	0.00
Selected	#	5	2	0	2	0	1	0								
	%	0.6%	40.00	0.00	40.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		

Miscellaneous Administration and Program - GS-0301

New Hires																
Job Series and App. Step	Totals	RACE/ETHNICITY														
		Hispanic		Non-Hispanic												
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races		
GS-0301		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Applied	#	1777	156	54	696	224	270	179	104	40	3	4	16	8	13	10

		100%	8.78	3.04	39.17	12.61	13.19	10.07	5.85	2.25	0.17	0.23	0.90	0.45	0.73	0.56
CLF 2010	%		5.17	4.79	38.33	34.03	5.49	6.33	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#	704	77	31	418	142	143	112	53	27	1	3	4	6	6	4
	%	39.62%	7.48	3.01	40.62	13.80	14.09	10.88	5.13	2.62	0.10	0.29	0.39	0.58	0.58	0.39
Referred	#	449	41	11	223	49	64	26	15	10	1	1	2	2	3	1
	%	23.67%	9.13	2.43	49.67	10.91	14.25	5.79	3.34	2.23	0.22	0.22	0.43	0.43	0.67	0.22
Selected	#	9			6	1	1					1				
	%	0.30%	0.00	0.00	66.67	11.11	11.11	0.00	0.00	0.00	0.00	11.11	0.00	0.00	0.00	0.00

Internal Competitive Promotions																	
Job Series and App. Step	Totals	RACE/ETHNICITY															
		Hispanic		Non-Hispanic													
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races			
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-0301																	
Applied	#	1316	123	28	353	166	166	150	30	24	7	0	24	4	16	3	
	%	100%	9.50	2.13	42.02	12.61	12.61	11.40	3.80	1.82	0.53	0.00	1.82	0.30	1.22	0.23	
CLF 2010	%		5.17	4.79	38.33	34.03	5.49	6.33	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28	
Qualif	#	630	59	14	265	79	82	67	25	15	3	0	13	0	7	1	
	%	47.9%	9.37	2.22	42.06	12.54	13.02	10.63	3.97	2.38	0.48	0.00	2.06	0.00	1.11	0.16	
Referred	#	523	49	13	230	56	69	52	22	9	3	0	12	0	7	1	
	%	39.7%	9.37	2.49	43.98	10.71	13.19	9.94	4.21	1.72	0.57	0.00	2.29	0.00	1.34	0.19	
Selected	#	26	4	0	11	5	4	1	0	1							
	%	1.96%	13.38	0.00	42.31	19.23	13.38	3.85	0.00	3.85	0.00	0.00	0.00	0.00	0.00	0.00	

Management and Program Analysis – GS-0343

New Hires																	
Job Series and App. Step	Totals	RACE/ETHNICITY															
		Hispanic		Non-Hispanic													
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races			
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
GS-0343																	
Applied	#	145	17	6	34	20	25	22	8	11			1		1		
	%	100%	11.72	4.14	23.45	13.79	17.24	15.17	5.52	7.59	0.00	0.00	0.69	0.00	0.69	0.00	
CLF 2010	%		5.17	4.79	38.33	34.03	5.49	6.33	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28	
Qualif	#	86	6	3	21	16	10	13	6	10			1		0		
	%	59.30%	6.98	3.49	24.42	18.60	11.63	15.12	6.98	11.63	0.00	0.00	1.16	0.00	0.00	0.00	
Referred	#	14	1	0	6	2	2	1	1	1							
	%	9.65%	7.14	0.00	42.86	14.29	14.29	7.14	7.14	7.14	0.00	0.00	0.00	0.00	0.00	0.00	
Selected	#	2	0	0	1					1							
	%	1.37%	0.00	0.00	30.00	0.00	0.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	
Internal Competitive Promotion																	

Job Series and App. Step	Totals	RACE/ETHNICITY															
		Hispanic		Non-Hispanic													
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races			
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
GS-0343																	
Applied	#	99		4	5	34	9	22	13	6	4			1		1	
	%	100		4.04	5.05	34.34	9.09	22.22	13.13	6.06	4.04	0.00	0.00	1.01	0.00	1.01	
CLF 2010	%			5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#	52		1	3	18	5	11	9	1	2			1		1	
	%	52.5%		1.92	5.77	34.62	9.62	21.15	17.31	1.92	3.85	0.00	0.00	1.92	0.00	1.92	0.00
Referred	#	31			2	10	3	7	7	0	1			1		0	
	%	3.13%		0.00	6.45	32.26	9.68	22.58	22.58	0.00	3.23	0.00	0.00	3.23	0.00	0.00	0.00
Selected	#	2				1			1								
	%	2.0%		0.00	0.00	50.00	0.00	0.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

General Engineering – GS-0801

New Hires																	
Job Series and App. Step	Totals	RACE/ETHNICITY															
		Hispanic		Non-Hispanic													
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races			
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
GS-0801																	
Applied	#	415		32	7	187	24	35	14	92	15			7	1	1	
	%	100%		7.71	1.69	45.06	5.78	8.43	3.37	22.17	3.61	0.00	0.00	1.69	0.24	0.24	0.00
CLF 2010	%	100%		5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#	298		20	6	135	15	25	10	73	7			5	1	1	
	%	71.80%		6.71	2.01	45.30	5.03	8.39	3.36	24.50	2.35	0.00	0.00	1.68	0.34	0.34	0.00
Referred	#	168		14	4	88	11	8	3	30	3			5	1	1	
	%	40.48%		8.33	2.38	52.38	6.55	4.76	1.79	17.86	1.79	0.00	0.00	2.98	0.60	0.60	0.00
Selected	#	5			1	2				1	1						
	%	1.46%		0.00	20.00	40.00	0.00	0.00	0.00	20.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotion																	
Job Series and App. Step	Totals	RACE/ETHNICITY															
		Hispanic		Non-Hispanic													
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races			
Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
GS-0801																	
Applied	#	89		3	1	41	2	11	4	17	9			1			
	%	100		3.37	1.12	46.07	2.25	12.36	4.49	19.10	10.11	0.00	0.00	1.12	0.00	0.00	0.00
CLF 2010	%	100%		5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28

Qualif	#	47	2	1	27	1	4	3	8	1			0			
	%	5.20%	4.26	2.13	57.43	2.13	8.51	6.38	17.02	2.13	0.00	0.00	0.00	0.00	0.00	0.00
Referred	#	37	2	0	22	1	3	2	6	1						
	%	4.15%	5.41	0.00	59.46	2.70	8.11	5.41	16.22	2.70	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	1	0	1												
	%	1.1%	0.00	100.00	0.00	0.00	0.00	0.00								

Contracting – GS 1102

New Hires																
Job Series and App. Step	Totals	RACE/ETHNICITY														
		Hispanic		Non-Hispanic												
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS-1102																
Applied	#	214	13	20	33	28	43	55	7	12		1		1		1
	%	100%	6.07	9.35	15.42	13.08	20.09	25.70	3.27	5.61	0.00	0.47	0.00	0.47	0.00	0.47
CLF 2010	%		5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#	121	8	9	22	15	23	34	2	8						
	%	0.57%	6.61	7.44	18.18	12.40	19.01	28.10	1.65	6.61	0.00	0.00	0.00	0.00	0.00	0.00
Referred	#	121	8	9	22	15	23	34	2	8						
	%	0.57%	6.61	7.44	18.18	12.40	19.01	28.10	1.65	6.61	0.00	0.00	0.00	0.00	0.00	0.00
Selected	#	2			1	1	1									
	%	.093%	0.00	0.00	50.00	50.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Internal Competitive Promotions																
Job Series and App. Step	Totals	RACE/ETHNICITY														
		Hispanic		Non-Hispanic												
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS-1102																
Applied	#	7	1	1	1	2	2									
	%	100	14.29	14.29	14.29	28.57	28.57									
CLF 2010	%	100	5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#	6	1	1	1	2	1									
	%	85.7%	16.67	16.67	16.67	33.33	16.67						0.00	0.00	0.00	0.00
Referred	#	1				1										
	%	1.43%											0.00	0.00	0.00	0.00
Selected	#	1				1										
	%	1.43%	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

New Hires																
Job Series and App. Step	Totals	RACE/ETHNICITY														
		Hispanic		Non-Hispanic												
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS-1301																
Applied	#	706	30	17	297	99	50	24	126	52			6	4	1	
	%	100%	4.25	2.41	42.07	14.02	7.08	3.40	17.85	7.37	0.00	0.00	0.85	0.57	0.00	0.14
CLF 2010	%		5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#	395	19	12	178	54	17	10	72	25			4	3	1	
	%	55.94%	4.81	3.04	45.06	13.67	4.30	2.53	18.23	6.33	0.00	0.00	1.01	0.76	0.00	0.25
Referred	#	393	19	12	176	54	17	10	72	25			4	3	1	
	%	55.66%	4.83	3.05	44.78	13.74	4.33	2.54	18.32	6.36	0.00	0.00	1.02	0.76	0.00	0.25
Selected	#	12	1	0	3	2			2	1			1			
	%	1.69%	8.33	0.00	41.67	16.67	0.00	0.00	16.67	8.33	0.00	0.00	0.00	8.33	0.00	0.00

Internal Competitive Promotion																
Job Series and App. Step	Totals	RACE/ETHNICITY														
		Hispanic		Non-Hispanic												
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS-1301																
Applied	#															
	%															
CLF 2010	%		5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#															
	%															
Referred	#															
	%															
Selected	#															
	%	1.69%	8.33	0.00	41.67	16.67	0.00	0.00	16.67	8.33	0.00	0.00	0.00	8.33	0.00	0.00

Information Technology Management – GS-2210

New Hires																
Job Series and App. Step	Totals	RACE/ETHNICITY														
		Hispanic		Non-Hispanic												
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS-2210																
Applied	#	752	60	24	211	48	175	48	129	36	3		5	1	11	1
	%	100%	7.98%	3.19%	28.06%	6.38%	23.27%	6.38%	17.15%	4.79%	0.40%	0.00%	0.66%	0.13%	1.46%	0.13%

CLF 2010	%		5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#	605	43	21	161	40	140	37	114	35	2		3	0	8	1
	%	80.45%	7.11%	3.47%	26.61%	6.61%	23.14%	6.12%	18.84%	5.79%	0.33%	0.00%	0.50%	0.00%	1.32%	0.17%
Referred	#	177	20	7	46	9	36	17	11	2	2		2	0	5	0
	%	29.33%														
Selected	#	2	1				1									
	%	.093%	50.00%	0.00%	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Internal Competitive Promotion																
Job Series and App. Step	Totals	RACE/ETHNICITY														
		Hispanic		Non-Hispanic												
				White		Black/African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races		
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
GS-2210																
Applied	#	530	70	18	233	41	188									
	%	100%	12.73%	3.27%	42.36%	7.45%	34.18%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CLF 2010	%	100	5.17	4.79	38.33	34.03	5.49	6.53	1.97	1.93	0.07	0.07	0.55	0.53	0.26	0.28
Qualif	#	369	40	13	171	28	117									
	%	67.0%	10.84%	171.00%	46.34%	7.59%	31.71%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Referred	#	262	31	9	124	17	81									
	%	47.6%	11.83%	3.44%	47.33%	6.49%	30.92%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Selected	#	9	1	1	6	1	0									
	%	1.63%	11.11%	11.11%	66.67%	11.11%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

