

DEFENSE LOGISTICS AGENCY
THE NATION'S COMBAT LOGISTICS SUPPORT AGENCY

Office of Equal Employment Opportunity and Diversity
FY2022 Program Status Report
EEOC Management Directive 715 (MD-715)



Warfighter Always

Table of Contents

Part A – Agency Identifying Information	3
Part B - Total Employment	3
Part C.1 - Head of Agency and Head of Agency Designee	3
Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)	3
Part D.1 – List of Subordinate Components Covered in this Report	4
Part D.2 – Mandatory and Optional Documents for this Report	4
Part E – Executive Summary	6
Part E.1 - Executive Summary: Mission.....	6
Part E.2 - Executive Summary: Essential Element A – F.....	6
Part E.3 - Executive Summary: Workforce Analysis	12
Part E.4 - Executive Summary: Accomplishments.....	15
Part E.5 - Executive Summary: Planned Activities	16
Part F – Certification of Establishment of Continuing EEO Programs	18
Part G - Agency Self-Assessment Checklist	19
Essential Element A: Demonstrated Commitment from Agency Leadership	19
Essential Element B: Integration of EEO into the Agency’s Strategic Mission.....	21
Essential Element C: Management and Program Accountability.....	25
Essential Element D: Proactive Prevention	29
Essential Element E: Efficiency.....	30
Essential Element F: Responsiveness and Legal Compliance.....	34
Part H.1 - Agency EEO Plan to Attain the Essential Elements of a Model EEO Program	36
Part H.2 - Agency EEO Plan to Attain the Essential Elements of a Model EEO Program	39
Part H.3 - Agency EEO Plan to Attain the Essential Elements of a Model EEO Program	41
Part H.4 - Agency EEO Plan to Attain the Essential Elements of a Model EEO Program	43
Part J - Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities	46
Section I: Efforts to Reach Regulatory Goals.....	46
Section II: Model Disability Program.....	47
Section III: Plan to Recruit and Hire Individuals with Disabilities	48
Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities	54
Section V: Plan to Improve Retention of Persons with Disabilities	64
Section VI: EEO Complaint and Findings Data	70
Section VII: Identification and Removal of Barriers	71

Appendix 1 – Glossary..... 78
Appendix 2 – Organizational Chart..... 79
Appendix 3 – Policy Statements..... 80
 Policy Statement on Equal Employment Opportunity..... 80

Part A – Agency Identifying Information

Agency	Second Level Component	Address	City	State	Zip Code	Agency Code (4 digits)	FIPS Code (9 digits)
Department of Defense (DoD)	Defense Logistics Agency (DLA)	8725 John J. Kingman Road, Suite 1127	Fort Belvoir	VA	22060	DD07	511001059

Part B - Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Total Workforce
Number of Employees:	23,784	240	24,024

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

Agency Leadership	Name	Title
Head of Agency	Michelle C. Skubic	Vice Admiral, USN, Director
Head of Agency Designee	Bradley B. Bunn	Senior Executive Service, Vice Director

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

EEO Program Staff	Name	Title	Occupational Series (4 digits)	Pay Plan and Grade	Phone Number (xxx-xxx-xxxx)	Email Address
Principal EEO Director/Official	Janice Samuel	EEO Director	0260	GS-15	(571) 767-1140	Janice.Samuel@dla.mil
EEO Deputy Director	Dr. Angela Curtis	EEO Deputy Director	0260	GS-14	(571) 767-9905	Angela.Curtis@dla.mil
Diversity & Inclusion Officer	Oscar Mariona-Acosta	Diversity and Inclusion (DO-D), Staff Director	0260	GS-14	(571) 767-0740	Oscar.Mariona-Acosta@dla.mil
Principal MD-715 Preparer	Eric Spanbauer	Acting EEO Program Analyst	0260	GS-13	(703) 659-9945	Eric.Spanbauer@dla.mil
Affirmative Employment Program (AEP) Manager	Eric Spanbauer	EEO Specialist	0260	GS-13	(703) 659-9945	Eric.Spanbauer@dla.mil
Disability Program Manager (DPM)	Monique Ray	Disability Program Manager	0260	GS-13	(571) 767-1103	Monique.Ray@dla.mil
Reasonable Accommodation (RA) Program Manager	Monique Ray	Disability Program Manager	0260	GS-13	(571) 767-1103	Monique.Ray@dla.mil
American Indian Employment Program Manager	Eric Spanbauer	EEO Specialist	0260	GS-13	(703) 659-9945	Eric.Spanbauer@dla.mil
Asian Employment Program Manager	Eric Spanbauer	EEO Specialist	0260	GS-13	(703) 659-9945	Eric.Spanbauer@dla.mil
Black Emphasis Program Manager	Eric Spanbauer	EEO Specialist	0260	GS-13	(703) 659-9945	Eric.Spanbauer@dla.mil
Federal Women's Program Manager	Eric Spanbauer	EEO Specialist	0260	GS-13	(703) 659-9945	Eric.Spanbauer@dla.mil
Hispanic Emphasis Program Manager	Eric Spanbauer	EEO Specialist	0260	GS-13	(703) 659-9945	Eric.Spanbauer@dla.mil

EEO Program Staff	Name	Title	Occupational Series (4 digits)	Pay Plan and Grade	Phone Number (xxx-xxx-xxxx)	Email Address
Compliance Officer	Kimberly Lewis	Complaints and Compliance Division (DO-C), Staff Director	0260	GS-14	(571) 767-9905	Kimberly.Lewis@dla.mil
Complaints Program Manager	Gabriela Reitan	EEO Specialist	0260	GS-13	(571) 767-6135	Gabriela.Reitan@dla.mil
Alternative Dispute Resolution (ADR) Program Manager	Eura Cherry	Associate General Counsel	0905	GS-15	(571) 767-8905	Eura.Cherry@dla.mil
Anti-Harassment Program Manager	Marlene Doty	Labor Relations Specialist	0201	GS-14	(571) 767-0732	Marlene.Doty@dla.mil
Special Placement Program Coordinator (SPPC), Defense Human Resources Services - Columbus and New Cumberland	Casandra Green	Human Resources Specialist	0201	GS-13	(614) 692-9568	Casandra.Green@dla.mil
	Steven Carney	Human Resources Specialist	0201	GS-13	(717) 770-5882	Steven.Carney@dla.mil

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

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

Subordinate Components (Third Level)	City	State	Country (Optional)	Agency Code (4 digits)	FIPS Codes (9 digits)
DLA Disposition Services	Battle Creek	MI	USA	DD07	260310025
DLA Distribution	New Cumberland	PA	USA	DD07	421943133
DLA Troop Support	Philadelphia	PA	USA	DD07	426540101
DLA Land and Maritime	Columbus	OH	USA	DD07	398940049
DLA Aviation	Richmond	VA	USA	DD07	512060760
DLA Energy	Fort Belvoir	VA	USA	DD07	511001059
DLA Headquarters (HQs)	Fort Belvoir	VA	USA	DD07	511001069

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	New Director signed new statements in January 2022
Strategic Plan	Yes	Includes the “DLA People and Culture Plan 2021-2026”
Anti-Harassment Policy and Procedures	Yes	DLAI 1438.06 (updated 6/30/22)
Reasonable Accommodation Procedures	Yes	DLAI 1440.01 (updated 11/28/22)
Personal Assistance Services Procedures	Yes	Draft Appendix to DLA Standard Operating Procedure

Did the agency submit the following mandatory documents?	Please respond Yes or No	Comments
		(SOP) 1440.01-01; and DLA EEO webpage.
Alternative Dispute Resolution (ADR) Procedures	Yes	DLAI 5308.01

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	No	A Call Memo from OPM was never released for FY22. FEORP criteria still being revised based on E.O 14035. FY21 FEORP report was submitted April 2022.
Disabled Veterans Affirmative Action Program (DVAAP) Report	Yes	
Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548	Yes	DLA's Affirmative Action Plan
Diversity, Equity, Inclusion and Accessibility Plan under Executive Order 14035	Yes	A new charter was drafted in FY22 on the glide path to establish a committee in FY23.
Diversity Policy Statement	Yes	See Appendix 3.
Human Capital Strategic Plan	Yes	"DLA People and Culture Plan 2021-2026."
EEO Strategic Plan	Yes	
Results from most recent Federal Employee Viewpoint Survey (FEVS) or Annual Employee Survey.	Yes	FEVS was conducted in 2021.

Part E – Executive Summary

Part E.1 - Executive Summary: Mission

As the nation’s combat logistics support agency, the Defense Logistics Agency manages the end-to-end global defense supply chain – from raw materials to end user disposition – for the five military services, 11 combatant commands, other federal, state, and local agencies and partner and allied nations.

DLA’s mission is to “deliver readiness and lethality to the Warfighter Always and support our nation through quality, proactive global logistics.” To accomplish this mission, DLA has a staff of about 25,000 employees divided into multiple supply chains that contract for material and services across the military classes of supply, to include: subsistence (food/water), clothing and textiles, bulk petroleum and other energy products, construction material and equipment, personal demand items, medical material and equipment, and repair parts for land, sea, and air systems.

DLA Quick Facts

As a logistics integrator and acquisition/service provider, the agency supports:

- A worldwide warehouse and distribution services network;
- Logistics and staff planning support to DoD’s combatant commands;
- Operations that reutilize or dispose of excess materiel and environmental waste from the military services.

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

Summary of our Annual Self-Assessment

Each year the DLA Enterprise (Headquarters) Office of Equal Opportunity and Diversity (DO) assesses the agency’s EEO program with a series of questions designed to identify any deficiencies. Our Major Subordinate Command (MSC) EEO offices also assess their local EEO Programs and submit results to DO. In overall, DO completed a self-assessment on an enterprise level and reviewed subordinate units (MSCs).

Currently there are no Non-Appropriated Funded (NAF) employees remaining in DLA after they were transferred to the Department of Army in December 2020.

Essential Element A: Demonstrated Commitment from Agency Leadership

Communication on the EEO Program

The DLA Director receives regular briefings such as: EEO workforce demographics, EEO complaints, cases of sexual harassment, Reasonable Accommodations (RA) monthly/quarterly reports, COVID-19 issues such as religious exemptions and pandemic safety policy plans and, signs enterprise-wide policy statements such as the Equal Employment Opportunity, the Prevention of Sexual Harassment and Sexual Assault Prevention and Response, Reasonable Accommodations and Diversity and Inclusion that are distributed to the DLA workforce. In FY22, DO continued to provide DLA’s workforce with the EEO office’s full contact information through posters on bulletin boards. SharePoint Online (intranet) and [www.DLA.mil](https://www.dla.mil).

During FY22, DO conducted a makeover on the EEO public website at <https://www.dla.mil/EEO/>, including Section 508 accessibility in all DLA websites. The revised DLA EEO public website lists

many services and items offered by DLA EEO offices. Additional updates to the DLA EEO public website included adding pages for the Affirmative Action Plan and the Elijah J. Cumming Act information and its postings, FY22 No Fear Act report, updated EEO Policy Statement in January 2022, DLA Instruction (DLAI) 1438.06 for Workplace Harassment Prevention and Response Policy, DLAI 1440.01 for Procedures for Requesting Reasonable Accommodations for Individuals with Disabilities, and DLAI 1440.02 for Equal Employment Opportunity Complaints Program; and added the list of DLA Reasonable Accommodation Program Managers (Disability Program Coordinators) on its internal website.

The EEO Director meets regularly with Senior Leadership to provide EEO/RA statistical data and to discuss trends and recommend solutions. The EEO director conducts site visits to MSC EEO offices to ensure program effectiveness.

Disability Program

DO remains on the glide path for deploying Entellitrak Reasonable Accommodations (ETK-RA). The ETK-RA is a new platform that we will utilize to process, track and store and report on reasonable accommodation requests Enterprise-wide. This new platform will automate processing of DLA RA requests. The system is projected to go live in April 2023, barring any unforeseen security issues/concerns.

A full-time Disability Program Manager (DPM) was hired in FY21. The Reasonable Accommodations (RA) (DLAI 1440.01) was updated in FY22 to be in line with current Agency guidance on Full time telework and Remote work, which removed layers in the approval process. The DLA SOP 1440.01-01, RA Procedures for Individuals with Disabilities, was approved in FY22 by EEOC and it will be further updated in FY23 to reflect the changes in DLA's process and to incorporate the new ETK-RA request system once it goes live; updates will also include updated PAS guidance. DLA EEO training is on track to release the newly updated RA and No FEAR Act training for employees and Supervisors/Managers through the Learning Management System (LMS) in FY23. This training will include opening remarks by the Vice Director of the Agency and the EEO Director to enforce DLA's Policy on Diversity and Inclusion and the Disability Program.

DO is also creating a dashboard for reasonable accommodations (RA). It will take the data from the new ETK-RA system and create a dashboard with D-Staff, J-Codes and MSCs specific statistical information. The DLA Leadership will be able to see the metrics for RA requests by location, accommodation type, cost, timeframes, fiscal year, decision and much more. This tool is designed to assist the leadership with tracking RAs within their organizations and reporting on the data. The dashboard is on track to roll out sometime between FY23 4th Quarter or FY24 1st Quarter.

EEO Training Program

DLA EEO personnel regularly provide virtual and in-person EEO training to educate managers and employees on the importance and impact of their respective roles in the EEO process. All EEO offices contact information are readily available on our internal SharePoint and internal and external EEO website. In FY22, the Prevention of Sexual Harassment (POSH) training was conducted virtually and provided specialized Harassment/Sensitivity training to the police officers in person. All EEO contact information is posted on the public and SharePoint sites.

DLA EEO opened an EEO Academy for all EEO specialist to provide additional EEO training to help with employee skill gaps.

Essential Element B: Integration of EEO into the Agency's Strategic Mission

Diversity, Equity, Inclusion and Accessibility (DEIA) Charter & Initiatives

In FY22, IAW E.O. 14035, DO is currently revising the DEIA charter to establish a new committee designed to review perceived or actual barriers associated with hiring, personnel actions, upward mobility, retention, and other factors associated with retaining a well-trained and capable workforce that can meet the demanding requirements of the agency. The committee will analyze anomalies found in civilian workplace policies, procedures, and practices, focusing on the root causes that have the potential to negatively impact a particular group or groups of employees based on their gender, ethnicity, race, sexual orientation, religion, age, or disability and devise a plan to eliminate those root causes. Once identified, the committee will identify triggers, conduct analyses, and recommend action plans to overcome the barrier(s) that ensures consistent workforce parity throughout the Enterprise. The revised charter is in alignment with the DLA's Strategic Plan (2021-2026) and is expected to be approved by the DLA leadership with a new committee way forward in FY23 3rd Quarter. One GS-14 Staff Director will oversee the AEP and DEIA Program, one GS-13 and one GS-13 to establish a DEIA program and increasing Special Emphasis Program (SEP) initiatives in conjunction with the DEIA committee.

DLA Strategic Plan

The plan highlights three critical capabilities that are fundamental to our successful transformation: (1) People and Culture: supporting our people, (2) Fiscal Stewardship: investing in outcomes, and (3) Digital-Business Transformation: embracing the future. The critical capabilities intersect and support the five Lines of Effort (LOE) with specific underlying objectives, initiatives, and metrics which is fundamental to the success of DLA's Strategic Plan for People and Culture. This capability aligns with DLA's proven human capital strategies with our mission, LOE's, and objectives.

Our ability to attract, develop, and retain a diverse, skilled, and agile workforce is vital to our continued mission success. To achieve a shared vision with the agency's strategic plan, all DLA organizations, employees, and leaders must work together to fortify the culture, reward high performance, build connections, and prioritize safety of the workforce.

External Entity Partnerships

DLA maintains ongoing partnerships with DoD agencies (e.g. Diversity Management Operations Center (DMOC) and the Office for Diversity, Equity, and Inclusion (ODEI) under the Under Secretary of Defense for Personnel & Readiness); our external Federal agencies (e.g. the Office of Employment Policy (ODEP) under the Department of Labor, the Diversity and Inclusion division under the U.S. Office of Personnel Management (OPM)); Affinity groups (e.g. Blacks in Government (BIG), Federal Asian Pacific-Islander American Council (FAPAC), League of United Latino American Council (LULAC); and Advocacy groups (e.g. National Industries of the Blind (NIB), Gallaudet University, AbilityOne), to name a few. DLA's collaboration with all our partners is paramount as our agency rapidly innovates at speed and scale to solve problems. DO will continue to adapt our strategies as needed to reflect the rapidly changing, competitive environment in which the EEO operates.

Essential EEO Staffing

During FY22, three additional billets were authorized for the EEO Office. One GS-14 Staff Director to oversee the AEP and DEIA Program, and two GS-13 to establish a Diversity, Equity, Inclusion and Accessibility (DEIA) and increasing Special Emphasis Program (SEP) initiatives way forward. Both the GS-13 positions have been authorized to hire and currently working with HR to fill the billets.

Anti-Harassment Program

The HR's Labor and Employee Relations office has continued to refine the agency's anti-harassment program and is tracking the total times management conducts inquiries on harassment cases not associated to EEO basis. The following information is representative of the number of non-EEO cases with investigations worked by the agency during: FY20 = 5; FY21 = 21; and FY22 = 26.

The *Policy Statement on Workplace Harassment* memorandum was signed by the DLA Director on March 4, 2021. The Anti-Harassment Program Manager under the DLA Human Resources successfully updated the DLAI 1438.06 "Workplace Harassment Prevention and Response Policy" in coordination with the EEOC compliance office which found it to be compliant with a letter of approval on May 10, 2022. The DLAI 1438.06 was updated on June 30, 2022 and uploaded to DLA's intranet webpage available to all employees.

For all other complaints of harassment cases with an EEO basis, the EEO office facilitates performance of management inquiries during the pre-complaint process.

Essential Element C: Management and Program Accountability

Agency Management Reviews (AMR)

DO conducted Agency Management Reviews (AMR) offsite visits at two selected MSC EEO Offices at Troop Support and Distribution in FY22. A list of the deficiencies and corrections are maintained in the Agencies repository.

Data Management

DO coordinates with HR on a regular basis to ensure data consistency and to seek clarifications received through DCPDS. Improvements were noted to the Applicant Flow Vacancy (AFV) Level Detail by Customer (formerly the Applicant Flow Data (AFD) Detail Report) provided by the USA Staffing at OPM during the FY22 3rd quarter way forward. The DLA Human Resources (J1) also manages the Annual Report on Agency Applicant Flow (ARAAF) report for DLA annually to the EEOC.

The Special Emphasis Programs Manager (SEPM)/Affirmative Employment Program Manager (AEPM) has gained access to a new system called ADVANA which is the DoD's enterprise-wide, multi-domain data, analytics, and artificial intelligence (AI) platform that provides market-leading tools to perform data exploration, analysis, model development, data visualization. The SEPM/AEPM continues to work with the ADVANA staff to identify data deficiencies and improve the delivery of data elements pertaining to supervisory and non-supervisory positions, including specific categories by Executive, Managerial and Supervisory positions for optimized reports, which will enable the identification of triggers and support barrier analysis efforts way forward. DO will then continue to investigate identified triggers once the Enterprise Diversity, Equity, Inclusion and Accessibility (DEIA) committee becomes established in FY23.

Career Development Data (CDD)

DLA HR Reports and DLA Training consolidated the Tuition Assistance Program (TAP) and some other career development programs, such as the two MSC-level mentoring programs into the CDD report needed to track promotions, number of applicants, qualified candidates, and selections during FY22. The capturing of data has improved which will assist DO to optimize the ongoing evaluation and

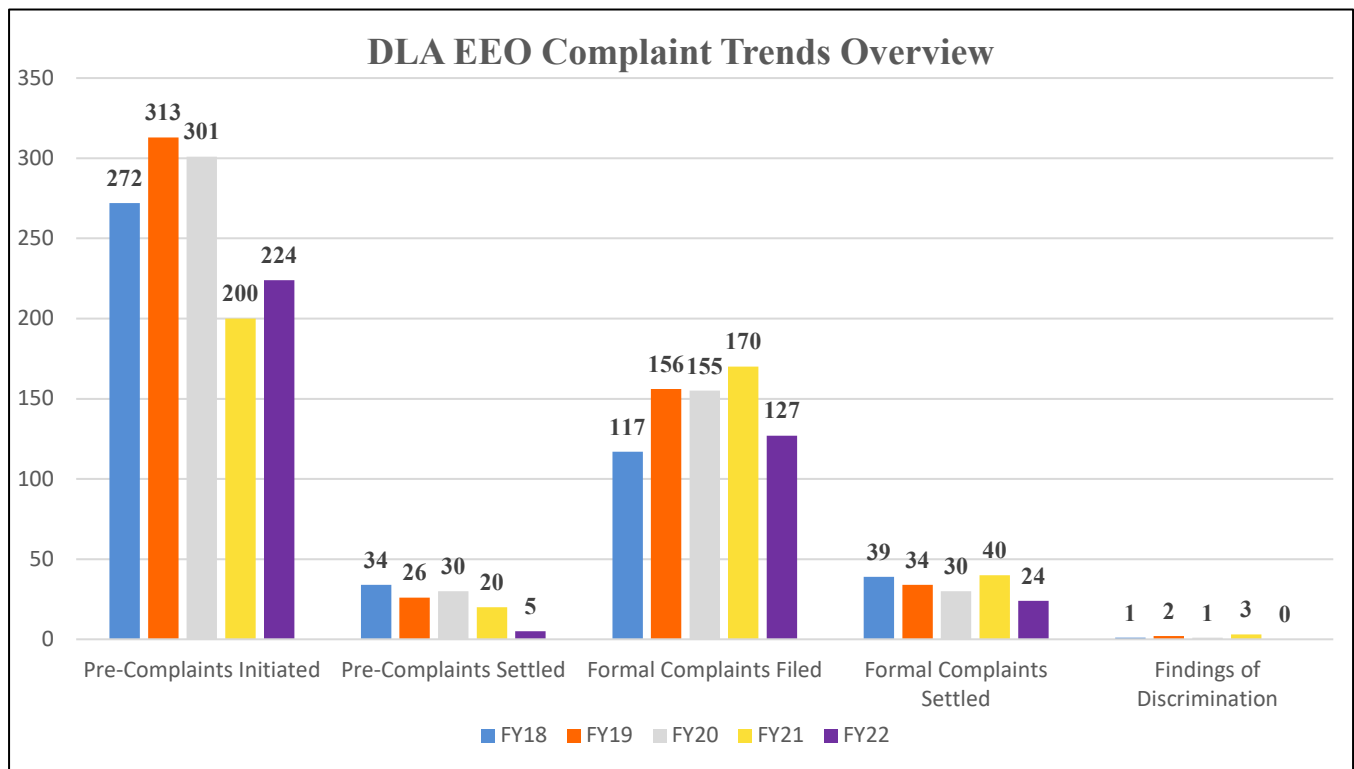
the effectiveness of CDD and to determine whether triggers can be identified and if barrier analyses should be conducted.

Essential Element D: Proactive Prevention

For trigger identifications and barrier analysis efforts in FY22, DO continues to use external new data sources:

- Workforce demographics, including ADVANA.
- MSC-level Special Emphasis Program (SEP) Plans.
- RA program data (EEO-RAM).
- Employee Climate Survey results (Denison).
- Exit Survey data tables.

Essential Element E: Efficiency



Per the FY22 462 report submitted to EEOC, a total of 224 pre-complaints were initiated in FY22. This was 24 more pre-complaints initiated than in FY21. In addition to the 224 pre-complaints initiated in FY22, 30 were carried over from the previous year, bringing the total of pre-complaints on the books of DLA during FY22 to 254. A total of 5 pre-complaints were settled. This is 15 less than in FY21. For FY22, there were 217 pre-complaints completed or closed. Of the 217, 5 (2.30%) were settled, and 88 (40.55%) were withdrawn from processing or were not followed with a formal complaint.

A total of 118 of the informal cases transitioned into the formal complaint stage. At the beginning of FY22, there were 208 formal complaints on hand, with an additional 127 formal complaints filed and two remanded for processing for a total of 337 formal complaints.

A total of 187 formal complaints were closed during FY22. Of the 187, 12 (6.4%) were withdrawn, 23 (12.8%) were settled, and 151 (80.7%) were closed via final action either by final Agency decision based on the merit, or final Agency order with a U.S. Equal Employment Opportunity (EEOC) Administrative Judge (AJ).

Progress on Part H.2 - EEO Counseling

In FY22, 9.9% (23 of 228) EEO informal cases were counseled timely. DO and its' subordinate organizations continue to closely track counseling cases from start to close dates. Both HQ and MSC's closely monitor counseling timelines by regularly reviewing iComplaint reports. DO also continues to conduct training for EEO counselors via an EEO Academy to address any skill gaps.

Progress on Part H.3 – Untimely Final Agency Decisions (FADs)

During FY22, there were a total of 95 EEO complaints awaiting FADs. Of the 95, a total of 85 FADs were issued. Of the 85, 16 (18.82%) were timely in that they were issued within 60 calendar days, and 69 (81.18%) were untimely in that they were issued beyond 60 calendar days. Of the 69 untimely cases, 65 were over 60 days; and 4 were mixed cases over 45 days.

In FY22, DLA hired a former FAD writer as a retired annuitant to assist with the backlog of FADs. During FY22, the EEO Specialist/FAD Writer (trainee) hired during FY21 departed the agency. DLA hired another EEO Specialist/FAD Writer during 4th quarter FY22 to contribute with mission execution.

DLA has made significant improvements in this area and is headed in a positive direction by issuing twice as many Final Agency Decisions (FADs) as FY21 (41). To reduce the backlog the Director of Compliance put a team together with one team tackling the untimely old FAD's while the other team tackled the timely FADs required within 60 calendar days. It should be noted the FAD teams consisted of three FAD writers to include the Staff Director.

Progress on Part H.4 – Untimely Investigations

During FY22, a total of 90 EEO cases were investigated, 13 were completed by Investigations Resolution Division (IRD), and 77 were completed by contract EEO investigators. In overall, 87 were completed in 180 days or less, and three were completed in over 180 days. EEO staff at DLA headquarters monitors performance of EEO investigator companies that are under the EEO investigator contract awarded in FY21.

Essential Element F: Responsiveness and Legal Compliance

In FY22, DLA responded to all RA requests and had a timely completion rate of 89%. It took an average of 20 days to grant requests and 26 days to provide the accommodations.

DLA collaborates with the Office for Diversity, Equity, and Inclusion (ODEI) under the Office of the Under Secretary of Defense for Personnel & Readiness. ODEI meets with DoD Component Disability Program Managers, including Special Emphasis Program Managers on a monthly basis to discuss updates, drafting new policies, sharing best practices, and answering data calls. For example, DO participated at ODEI briefings on EEOC Joint Compliance Initiatives, including the Reasonable Accommodation Procedures Compliance Initiative and the Priorities for FY22 such as: Barrier Analysis, Special Hiring Authorities and Disability Employment Data; and reported their yearly comprehensive analysis to improve the data collection of civilian personnel demographics for all reporting requirements

related to hirings, promotions, separations, reasonable accommodations, complaints, organizational climates, etc.

DLA continues to upload to its website the FY quarterly and Annual Notification and Federal Employee Antidiscrimination and Retaliation (NoFEAR) Act to DoD. DLA will submit its consolidated report of all DLA MSC offices.

Part E.3 - Executive Summary: Workforce Analysis

Summary of Workforce Data Table Analysis

Trigger Analysis

During FY22, the DLA workforce decreased by 1.69% to 24,024 employees. While the overall workforce decreased, some opportunities improved, DLA saw a slight increase of 0.96% in new hires, hiring 2,452 new employees or a 10.21% rate in FY22 compared to 9.25% in FY21. However, People of Color (POC) new hires were 11.74% less than the White new hires of 55.87% while all Female new hires were 25.12% less than 62.56% Male new hires by the end of FY22.

Workforce Demographics Analysis

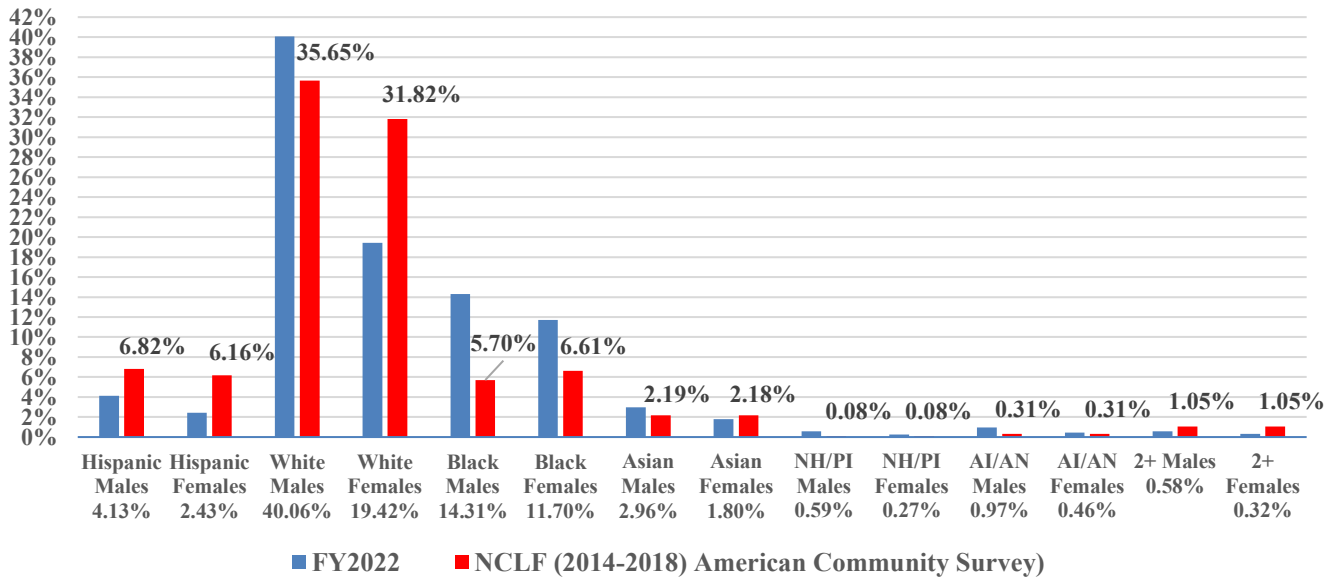
At the beginning of FY22, DLA had under-representation compared to the National Civilian Labor Force (NCLF) in these groups:

- **Women Overall:** By the end of the year, the number of employees in the overall female group increased by 0.10% to 36.40%, which is 11.81% lower than the 48.21% NCLF.
- **Hispanic women** increased by 0.09% to 2.43% which is lower than the 6.16% NCLF.
- **White women** decreased by 0.08% to 19.42% which is lower than the 31.82% NCLF.
- **Asian women** increased by 0.12% to 1.80%, which is lower than the 2.18% NCLF.
- **Multi-Race women** increased by 0.02% to 0.32%, which is lower than the 1.05% NCLF.
- **Only Black women, Hawaiian Natives/Pacific Islander women and American Indian/Alaskan Native women** were above their respective NCLF percentages.

Nationwide COVID-19 impacted the workforce and employees left the workforce due to issues with childcare, retirement, virtual classrooms at home, and financial setbacks, etc. It is believed these factors may have attributed to the trends on females in the DLA workforce.

- **Hispanic men** increased by 0.07% to 4.13%, which is below the 6.82% NCLF.
- **Multi-Race men** increased by 0.07% to 0.58%, which is below the 1.05% NCLF.
- **Only the Men Overall, White men, Black men, Asian men, Hawaiian Natives/Pacific Islander men and American Indian/Alaskan Natives men** were above their respective NCLF percentages.

FY2022 DLA Workforce compared to NCLF



Hiring and Separations

Hirings: Of these 14 under-represented groups, nine out of 14 hires were well above the Civilian Labor Force (CLF) rate except for five triggers observed on Women Overall, Hispanic men & women, White Women and Multi-Race men below the CLF rate. **Separations:** A total of nine out of 14 permanent groups of separations were higher than the rate of their respective workforce showing the triggers observed on Women Overall, White women, Black men & women, Asian men, Hawaiian women, American Indian men & women, and multi-Racial women. A total of 76.2% of DLA’s separations were voluntary.

Women Overall	37.44% of hires < 48.21% NCLF
	36.42% of separations > 36.40% in the percentage of hires.
Hispanic Men	3.06% of hires < 6.82% NCLF
	3.65% of separations < 4.13% in the percentage of hires.
Hispanic Women	2.16% of hires < 6.16% NCLF
	2.21% of separations < 2.43% in the percentage of hires.
White Women	19.41% of hires < 19.42% NCLF
	19.98% of separations > 19.50% in the percentage of hires.
Black Men	15.78% of hires > 5.70% NCLF
	15.63% of separations > 14.31% in the percentage of hires.
Black Women	11.83% of hires > 6.61% NCLF
	11.72% of separations > 11.70% in the percentage of hires.
Asian Men	3.87% of hires > 2.19% NCLF
	3.06% of separations > 2.96% in the percentage of hires.

Asian Women	2.53% of hires > 2.18% NCLF
	1.44% of separations < 1.80% in the percentage of hires.
Native Hawaiian or Pacific Islander Men	(0.90% of hires > 0.08% NCLF)
	0.26% of separations < 0.59% in the percentage of hires.
Native Hawaiian or Pacific Islander Women	0.37% of hires > 0.08% NCLF
	0.81% of separations > 0.27% in the percentage of hires.
American Indian or Alaska Native Men	1.26% of hires > 0.31% NCLF
	1.03% of separations > 0.97% in the percentage of hires.
American Indian or Alaska Native Women	0.69% of hires > 0.31% NCLF
	0.48% of separations > 0.46% in the percentage of hires.
Multi-racial Men	1.22% of hires > 1.05% NCLF
	0.44% of separations < 0.58% in the percentage of hires.
Multi-Racial Women	0.45% of hires < 1.05% NCLF
	0.33% of separations > 0.32% in the percentage of hires.

Career Development

DLA does offer many career development opportunities, including rotational assignments within DLA for GS-11 to GS-14 employees. DLA also offers the Executive Development Program (EDP), which allows managers to nominate high potential, highly motivated permanent civilians in grades GS-13 through GS-15 for various programs under EDP. The DLA Executive Board then approves the nominees. In other training programs for all grades, HR reviews and approves or disapproves employee applications. In FY22, a total of 1,102 training applicants in GS-7 to GS-15 grades were accepted up from 987 in FY21. A total of 415, or 38.20% People of Color, and 477, or 43.28% Women Overall, in the same grades category applied and attended. A total of 113, or 11.94% People with Disabilities, and 23, or 2.06% with Targeted Disabilities, in the same grades category applied and attended.

Ongoing Barrier Analysis

In FY22, DO began drafting a Diversity, Equity, Inclusion, and Accessibility (DEIA) Charter which will establish a new DEIA Committee. A primary line of effort for the committees will be to analyze anomalies and investigate the identified triggers found in civilian workplace policies, procedures, and practices impacting equal opportunities by gender, ethnicity, or disability and devise plans to conduct barrier analyses and eliminate such barriers in the workforce. DLA Energy has already developed a DEIA committee and continues to conduct barrier analysis for their MSC.

The new DEIA Charter initiative will yield new efforts and it is expected to be approved by the DLA leadership with and establish a new committee in FY23 2nd Quarter. In FY21 and FY22, DLA Major Subordinate Commands (MSC) continued to identify multiple triggers across the workforce demographics and will conduct their barrier analyses after the DEIA committee develops a strategic plan. From there, DO will organize subcommittees dedicated to identifying triggers and conducting barrier analyses to ensure objectives are achieved and aligned with the agency's DEIA strategic lines of effort.

Part E.4 - Executive Summary: Accomplishments

Objectives from the FY21 MD-715 Report

- 1) Conduct Special Emphasis Programs (SEP) and barrier analysis on the top triggers and recommend corrective action plans for identified barriers. We will comprehensively review our policies, procedures, and practices to identify and recommend solutions to barriers.
- 2) Promote a diverse and inclusive work environment to make progress in achieving a DLA workforce consistent with the DoD standard parity rate of 48.0% females in line with the Civilian Labor Force (CLF) participation rate at 48.21%.
- 3) DO will continue to work with HR to implement procedures of the anti-harassment program to ensure tracking of all complaints of harassment without an EEO basis and the total time spent conducting its management inquiries.
- 4) Use a Tiger Team and hire additional resources to address overdue Final Agency Decisions (FADs).
- 5) Training will be provided to the Agency's servicing EEO Offices to ensure enterprise-wide understanding of the Standard Operating Procedures (SOP), to include the process and requirements for requesting data. Intent of goal is to streamline the process and ensure that Agency EEO specialists understand how to request documents, thus contributing to improved timely completion and tracking of Major Subordinate Commands (MSCs) EEO Investigations.
- 6) Ensure all DLA policy documents are accessible to all employees, consistent with the Rehabilitation Act.

FY22 Accomplishments

- The Secretary of Defense presented DLA with the Best Mid-size Component Disability Award for 2022 for the sixth year in a row. DLA is the only DoD Component to receive this award six years in a row and DLA has won a total of 20 awards above all other DoD components since its inception in 1995.
- Major Subordinate Commands (MSCs) conducted multiple Special Emphasis Program (SEPs) observances throughout the year, including nine DoD-endorsed activities such as: Martin Luther King Jr. Day, Black History Month, Women's History Month, Asian Pacific Heritage Month, Juneteenth Day, Women's Equality Day, Hispanic Heritage Month, National Disability Employment Awareness Month, and American Indian/Alaskan Native Heritage Month.
- DLA was postured to hire 12 WRP participants with DoD funding for FY22; however, only eleven were hired due to the ongoing COVID-19 pandemic until telework restrictions on temporary hires were eventually removed. By the end of FY22, seven completed their internships while the remaining four crossed over to FY23 with new DoD funding. Two out of nine participants were converted to permanent positions. Two WRP participants were named as one of the WRP Participant of the Year and one DLA employee named as one of the WRP Recruiter of the Year recognized at a virtual DoD WRP ceremony in July 2022. A total of 14 DLA employees volunteered to become recruiters to college students with disabilities at different schools who were found to be eligible for this program.
- DLA recruited at a virtual event sponsored by the Federal Asian Pacific Islander American Council (FAPAC) in conjunction with the Montgomery County College in Rockville, MD with six recruiters from the DLA Recruitment Cadre in September 2022.

- The FAD writer hired during FY21 departed the Agency 2nd quarter FY2022. A new FAD writer was hired 4th quarter FY22 and is currently in training. In addition, a retired annuitant who was a former FAD writer was hired in FY22 specifically to assist with backlogged FADs.
- FY22 saw an improvement in timely investigations. Comparing the FY21 462 report with 32 (29.6%) of 108 untimely investigations. Whereas, in FY22, 3 out of the 90 were late.
- FY22 saw a significant improvement in timely investigations, 97% were timely in FY22 (87/90) compared to 70% timely in FY21 (76/108).
- DO received reliable data reports from the HR's anti-harassment program. The new DO-D Staff Director co-authored the DLAI 1438.06 "DLAI 1438.06 Workplace Harassment Prevention and Response" approved by the EEOC in May 2022 and made available to DLA employees in July 2022.
- DO coordinated the nominations for Affinity, DoD and EEO awards throughout the Enterprise which resulted with six winners for the League of United Latin American Citizen (LULAC) Excellence in Service (1); the Blacks in Government Military Meritorious Service Award (1); DoD/DLA Outstanding Employee with a Disability (1); and three EEO Achievement Awards by Employee, by Supervisor/Manager and by Organization (3), which brought the positive light this honor brings upon DLA.
- The Disability Program Manager (DPM) updated the reasonable accommodation procedures and SOPs and conducted training for supervisors, managers and meets quarterly with Disability Program Coordinators to educate and support their efforts.

Part E.5 - Executive Summary: Planned Activities

Summary of New Objectives for FY23

- 1) Conduct Special Emphasis Programs (SEPs) and barrier analysis on the top triggers and recommend corrective plans of action for identified barriers. We will comprehensively review our policies, procedures, and practices to identify and recommend solutions to barriers by end of FY23. A new DO-D Staff Director was hired in August 2022 to ensure program effectiveness.
- 2) Complete the Diversity, Equality, Inclusion and Accessibility (DEIA) new charter to replace the old charter as of January 2017, to establish a DEIA Committee, and meet compliance in accordance with DoD's DEIA Strategic Plan for Fiscal Years 2022-2023. Coordinate the appointments of committee members to form a viable committee which will perform targeted analysis of certain underrepresented groups within DLA. Continue to promote senior leader commitment to EEO and DEIA which fosters a culture where all our personnel can thrive by, empowering the workforce, creating an inclusive and equitable environment, where status quo can be challenged and where innovation flourishes.
- 3) Develop a Plan of Action and Milestones (POAM) regarding Recruitment, Retention, and Workforce Development to increase and sustain Women and Hispanic participation rates in high-level positions. DO plans to hire two additional staff to expand and maintain the POAM initiatives.
- 4) Establish and maintain relationships with colleges/universities, affinity groups and disability advocacy entities for recruitment of individuals with disabilities into entry-level employment and student internships such as the WRP and Memorandum of Understanding (MOU) partnerships. A MOU

template was revised and DO has developed a SOP for MOU procedures now awaiting legal approval to ensure conformity and effective partnerships with schools throughout the Enterprise. This will expand DEIA objectives within our agency way forward.

- 5) Improve tracking of Major Subordinate Command (MSC) EEO Counseling and Investigations by monthly reporting.
- 6) DO will continue to work with HR to implement and update procedures that will ensure timely responses to data requests during the investigation stage.
- 7) Ensure all DLA policy documents and websites are accessible to all employees, consistent with the Rehabilitation Act.
- 8) The DO Affirmative Employment Program Manager and Program Analyst will continue to upgrade advanced workforce calculation spreadsheets, improve, and accelerate outputs for key statistical reports to improve identification of triggers and barrier analysis. DO plans to hire two additional staff to expand the DEIA initiatives.
- 9) The DLA SOP 1440.01-01, RA Procedures for Individuals with Disabilities was approved in FY22 by EEOC and will be updated further in FY23 to reflect the changes in DLA's process based on the RA request system and removal of layers in the approval process.
- 10) The Compliance team will continue to clear the FAD backlog.
- 11) DO will update EEO policy to meet compliance and correct identified deficiencies identified by EEOC OFO.

Part F – Certification of Establishment of Continuing EEO Programs

I, Janice Samuel, Director of Equal Employment Opportunity, GS-0260-15 am the Principal EEO Director/Official for the Defense Logistics Agency and that:

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by the Equal Employment Opportunity, (EEO) Management Directive 715 (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 work force 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.

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Signature of Principal EEO Director/Official

Date

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with the EEOC MD-715.



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April 20, 2023

Signature of Agency Head or Agency Head Designee

Date

Part G - Agency Self-Assessment Checklist

The Part G Self-Assessment Checklist is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-assessment required in Part F of MD-715. This self-assessment permits EEO Directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715's requirements. Nothing in Part G prevents agencies from establishing additional practices that exceed the requirements set forth in this checklist.

All agencies will be required to submit Part G to EEOC. Although agencies need not submit documentation to support their Part G responses, they must maintain such documentation on file and make the findings available to EEOC upon request.

The Part G checklist is organized to track the MD-715 essential elements. As a result, a single substantive matter may appear in several different sections, but in different contexts. For example, questions about establishing an anti-harassment policy fall within Element C (Management and Program Accountability), while questions about providing training under the anti-harassment policy are found in Element A (Demonstrated Commitment from Agency Leadership).

For each MD-715 essential element, the Part G checklist provides a series of "compliance indicators." Each compliance indicator, in turn, contains a series of "yes/no" questions, called "measures." To the right of the measures, there are two columns, one for the agency to answer the measure with "Yes," "No," or "NA;" and the second column for the agency to provide "comments," if necessary. Agencies should briefly explain any "N/A" answer in the comments. For example, many of the sub-component agencies are not responsible for issuing Final Agency Decisions (FADs) in the EEO complaint process, so in order to answer questions about FAD timeliness with "NA" and explain in the comments column that the parent agency drafts all FADs.

A "No" response to any measure in Part G is a program deficiency. For each such "No" response, an agency will be required in Part H to identify a plan for correcting the identified deficiency. If one or more sub-components answer "No" to a particular question, the agency-wide/parent agency's report should also include that "No" response.

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.

A.1 – The agency issues an effective, up to date EEO policy statement.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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 comment's column. [See MD-715, II(A)]	Yes	Last policy issuance was issued January 13, 2022 and disseminated.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
A.1.b	Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation, and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [See 29 Code of Federal Regulations (CFR) §1614.101(a)]	Yes	

A.2 – The agency has communicated EEO policies and procedures to all employees.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
A.2.a	Does the agency disseminate the following policies and procedures to all employees?	N/A	
A.2.a.1	Anti-harassment policy? [See MD-715, II(A)]	Yes	
A.2. a.2	Reasonable accommodation procedures? [See 29 CFR §1614.203(d)(3)]	Yes	
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website?	N/A	
A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [See 29 CFR §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 CFR §1614.102(b)(5)]	Yes	
A.2.b.3	Reasonable accommodation procedures? [See 29 CFR §1614.203(d)(3)(i)] If so, please provide the internet address in the comment's column.	Yes	www.dla.mil/EEO/Offers/ReasonableAccommodation/
A.2.c	Does the agency inform its employees about the following topics?	N/A	
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	Listed on the public website, bulletin boards; explained during the EEO complaint process, during EEO training, Supervisory training, and new employee orientation.
A.2.c.2	ADR process? [See MD-110, Ch. 3(II)(C)] If "yes," please provide how often.	Yes	During the EEO complaint process; new employee orientation, and EEO training.
A.2.c.3	Reasonable accommodation program? [See 29 CFR §1614.203(d)(7)(ii)(C)] If "yes," please provide how often.	Yes	The RA for Employees class on Learning Management System (LMS) is required every other year, and every year for supervisors. Also, face-to-face training is offered in every MSC.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
A.2.c.4	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	Annually. A total of 26 non-EEO cases were processed and resolved. (J13)
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	Initially at new employee orientations and monthly during EEO/RA training sessions for employees and supervisors.

A.3 – The agency assesses and ensures EEO principles are part of its culture.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [See 29 CFR §1614.102(a) (9)] If “yes,” provide one or two examples in the comments section.	Yes	DLA gives three awards every year to a DLA employee, a DLA supervisor, and a MSC or D-Staff/J-Code who showed “an exemplary commitment to equal employment opportunity.”
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [See 5 CFR Part 250]	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.

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	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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)]	No	The EEO Director reports to the Vice Director for day to day.
B.1.a.1	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	EEO Director reports to the DLA Vice Director.
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	

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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	Includes periodic updates, bi-weekly meetings with Vice Director's Staff Meetings and off-site visits.
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 comment's column.	Yes	EEO Director provides monthly briefing to Senior Leadership.
B.1.d	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	On a bi-weekly and quarterly basis.

B.2 – The EEO Director controls all aspects of the EEO program.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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	Is the EEO Director responsible for overseeing the completion of EEO counseling? [See 29 CFR §1614.102(c)(4)]	Yes	
B.2.c	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	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	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	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	

B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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)]	Yes	Alignment Group (AG) and Executive Board (EB) Senior Governance meetings.
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 comment’s column.	Yes	People and Culture Plan are the critical elements of the strategic plan, which two objectives aligns DLA’s “...ability to attract, develop, and retain a diverse, skilled, and agile workforce is vital to our continued success.

B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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:	N/A	
B.4.a.1	Conduct a self-assessment of the agency for possible program deficiencies? [See MD-715, II(D)]	Yes	Two Agency Management Reviews were conducted in FY22.
B.4.a.2	Enable the agency to conduct a thorough barrier analysis of its workforce? [See MD-715, II(B)]	Yes	
B.4.a.3	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)]	No	See Part H.4
B.4.a.4	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 comment’s column.	Yes	
B.4.a.5	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	Publish and distribute EEO materials (e.g., harassment policies, EEO posters, reasonable accommodations procedures)? [See MD-715, II(B)]	Yes	

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
B.4.a.7	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	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	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	Effectively manage its reasonable accommodation program. [See 29 CFR §1614.203(d)(4)(ii)]	Yes	
B.4.a.11	Ensure timely and complete compliance with EEOC orders? [See MD-715, II(E)]	Yes	
B.4.b	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	

B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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:	N/A	
B.5.a.1	EEO Complaint Process? [See MD-715(II)(B)]	Yes	
B.5.a.2	Reasonable Accommodation Procedures? [See 29 CFR §1614.102(d)(3)]	Yes	
B.5.a.3	Anti-Harassment Policy? [See MD-715(II)(B)]	Yes	
B.5.a.4	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	

B.6 – The agency involves managers in the implementation of its EEO program.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
B.6.a	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.

C.1 – The agency conducts regular internal audits of its component and field offices.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [See 29 CFR §1614.102(c)(2)] If “yes,” please provide the schedule for conducting audits in the comments section.	Yes	2 AMR Reviews were conducted in FY22, and 2 reviews are scheduled for FY23.
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [See 29 CFR §1614.102(c)(2)] If “yes,” please provide the schedule for conducting audits in the comments section.	Yes	Same as above.
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [See MD-715, II(C)]	Yes	

C.2 – The agency has established procedures to prevent all forms of EEO discrimination.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC’s enforcement guidance? [See MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, §V.C.1 (June 18, 1999)]	Yes	
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [See EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), §V.C.1]	Yes	
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [See EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	Yes	

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [See Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes	
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]	Yes	
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. Dept. of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dept. 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 comment’s column.	Yes	
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)]	Yes	
C.2.b	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	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	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	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 comment’s column.	Yes	A total of 89% RA requests were met.
C.2.c	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	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 comment’s column.	Yes	https://www.dla.mil/EEO/Offers/PersonalAssistanceServices/

C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
C.3.a	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?	N/A	
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	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	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [See MD-715, II(C)]	Yes	
C.3.c	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	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	

C.4 – The agency ensures effective coordination between its EEO programs and HR program.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [See 29 CFR §1614.102(a)(2)]	Yes	

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [See MD-715 Instructions, Sec. I]	Yes	
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [See 29 CFR §1614.601(a)]	Yes	
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [See MD-715, II(C)]	Yes	
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:	N/A	
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [See 29 CFR §1614.203(d); MD-715, II(C)]	Yes	
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [See MD-715, II(C)]	Yes	
C.4.e.3	Develop and/or provide training for managers and employees? [See MD-715, II(C)]	Yes	
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [See MD-715, II(C)]	Yes	
C.4.e.5	Assist in preparing the MD-715 report? [See MD-715, II(C)]	Yes	

C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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	DLA disciplined 26 people.
C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency <i>inform</i> managers and supervisors about the discriminatory conduct? [See MD-715, II(C)]	Yes	

C.6 – The EEO office advises managers/supervisors on EEO matters.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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 comment’s column.	Yes	DO sends data to the MSC EEO Offices every month. Most EEMs then brief their Commanders on a Quarterly basis.
C.6.b	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.

D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
D.1.a	Does the agency have a process for identifying triggers in the workplace? [See MD-715 Instructions, Sec. I]	Yes	
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [See MD-715 Instructions, Sec. I]	Yes	
D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention, and advancement of individuals with disabilities? [See 29 CFR 1614.203(d)(1)(iii)(C)]	Yes	

D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [See MD-715, (II)(B)]	Yes	
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	

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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 comment’s column.	Yes	DO used: workforce data, (DCPDS and USA Staffing) complaint data, (iComplaints) exit surveys, (SurveyMonkey) employee climate surveys, (Denison) special emphasis programs, (SEP Plans) RA program data (EEO-RAM)

D.3 – The agency establishes appropriate action plans to remove identified barriers.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers in particular policies, procedures, or practices? [See 29 CFR §1614.102(a)(3)]	Yes	
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [See MD-715, II(D)]	Yes	
D.3.c	Does the agency periodically review the effectiveness of the plans? [See MD-715, II(D)]	Yes	

D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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.	Yes	www.dla.mil/EEO/Business/Policies/
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [See 29 CFR 1614.203(d)(1)(i)]	Yes	.
D.4.c	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	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	

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.

E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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	See Part H.2
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes	
E.1.d	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	Average of 22.3 days to accept or dismiss.
E.1.e	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?	No	See Part H.4
E.1.g	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)?	No	See Part H.3
E.1.i	Does the agency timely issue final actions follow in 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 comment's column.	Yes	When a contracted EEO investigator delivers a poor work product, the contractor is allowed 15 days to submit a revised document. If poor work or delays persist, DO will work with Contracting to ensure the contractor is not assigned EEO investigations in the future.
E.1.k	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	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	

E.2 – The agency has a neutral EEO process.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
E.2.a	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 comment’s column.	Yes	Each of the MSC EEO offices and HQs EEO has an appointed agency attorney who conducts legal sufficiency reviews. These attorneys do not participate in the agency’s defensive function.
E.2.c	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	
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	

E.3 - The agency has established and encouraged the widespread use of a fair ADR program.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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	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	Does the agency annually evaluate the effectiveness of its ADR program? [See MD-110, Ch. 3(II)(D)]	Yes	

E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data?	N/A	
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	
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)]	Yes	
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)]	Yes	
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes	
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]	Yes	
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	Yes	Denison survey, Exit survey

E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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.	Yes	Monthly reporting to the EEO Managers; Quarterly reporting to DLA senior leaders on formal complaints, top 3 issues and bases and reasonable accommodation requests.
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.	Yes	DLA adopted the US Army's letter of congratulations to winners of the WRP award; Revised DoD WRP Resources for hiring WRP interns and MOUs for MIPR processes.
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)]	Yes	

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.

F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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	

F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
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	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	

F.3 - The agency reports to EEOC its program efforts and accomplishments.

Measure	Compliance Indicator Measure	Measure Met? (Yes/No/NA)	Comments
F.3.a	Does the agency timely submit to EEOC an accurate and complete NoFEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes	DLA submits the NoFEAR Act report to DoD, who submits a report of all DoD Agencies.
F.3.b	Does the agency timely post on its public webpage its quarterly NoFEAR Act data? [See 29 CFR §1614.703(d)]	Yes	

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

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
D.2.b	<p><u>Compliance Indicator</u>: The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)</p> <p><u>Measure</u>: 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)]</p> <p><u>Deficiency</u>: DO did not review the remaining relevant policy documents in FY21.</p>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
03/30/2018	Review all relevant DLA policies, procedures, and practices for barriers to equal opportunity.	09/30/2020	09/30/2022	
03/30/2018	DO will accomplish this action by reviewing one relevant DLAI, DLA Manual (DLAM), DLA SOP, or DLA Job Aid for barriers every month.	09/30/2019		09/01/2019

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DO Deputy Director	Dr. Angela Curtis	Yes
AEP Manager	Eric Spanbauer	Yes
DPM	Monique Ray	Yes
Special Emphasis Program Manager	Eric Spanbauer	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
04/30/2018	Create a list of relevant DLAI, DLAMs, DLA SOPs, and Job Aids. DO will review those action items in order of importance.	Yes		06/01/2019

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
05/31/2018	Review first policy document.	Yes		08/13/2019
06/30/2018	Review second policy document.	Yes		08/28/2019
07/31/2018	Review third policy document.	Yes		09/11/2019
08/31/2018	Review fourth policy document.	Yes		09/20/2019
09/30/2018	Review fifth policy document.	Yes		10/01/2019
10/31/2018	Review progress and update list of policy documents for review in FY19.	Yes	09/30/2022	
2019	Expand guidance to ensure all software/hardware products are Section 508 accessible; Promote disability employment achievements and nominate for the SECDEF award.	Yes		09/30/2019
2020	Planning to update RA procedures as mandated by EEOC; Establish an effective Alternative Resolution to increase participation; Plan to establish User Support systems to manage Section 508 challenges; Promote disability employment achievements and nominate for the SECDEF award.	Yes		09/30/2020
2021	Planned User Support systems available to provide configurations, troubleshooting and Assistive Technology support throughout the Enterprise; and Promote disability employment achievements and nominate for the SECDEF award.	Yes		09/30/2021
2022	Hire new FAD writers to reduce high backlogs; Complete DLAI 1440.01; Provide DEIA awareness and complete charter & guidance; Section 508 IT teams to train personnel to increase Section 508 knowledge accessibility through the DLA enterprise; and Promote disability employment achievements; and nominate for the SECDEF award.	Yes		09/30/2022
2023	Establish a live DEIA committee and plan to complete a DEIA strategic plan; and Promote disability employment achievements and nominate for the SECDEF award.	Yes		09/30/2023

Report of Accomplishments

Fiscal Year	Accomplishments
FY18	<p>During FY18, DO reviewed the following policy documents:</p> <ul style="list-style-type: none"> DLAI 1025.01 - DLA Rotation Program DLAI 1404.01 - DLA Merit Promotion Program DLAI 1425.02 - DLA Enterprise Leader Development Program (ELDP) DLAI 1430.04 - Executive Development Program DLAI 1430.25 - Civilian Workforce Development and Training DLAI 1438.06 - Workplace Harassment Prevention and Response Policy <p>DLA won the SECDEF Best Mid-sized Component on the Achievement of Individuals with Disabilities in October 2018.</p>

Fiscal Year	Accomplishments
FY19	DO-D updated the list of policy documents to review in FY19 and planned Section 508 activities; The DLA Section 508 Office provided guidance to implement contract solicitation language with Section 508 requirements to DLA Acquisition in Solicitation Review Tool for all Contractors and Sellers (Statements of Work and Statements of Objectives); and DLA won the SECDEF Best Mid-sized Component on the Achievement of Individuals with Disabilities in October 2019.
FY20	Working on items that have been identified in the technical assistance visit. Drafting new RA procedures for EEOC's Review. DLA achieved a 50% Alternative Resolution participation rate during the pre-complaint stage. Through DLA's commitment, met the goal in the hiring, and retaining Persons with Disabilities and Persons with Targeted Disabilities; User Support systems were readily made available to provide configurations, troubleshooting and Assistive Technology support throughout the Enterprise; and DLA won the SECDEF Best Mid-sized Component on the Achievement of Individuals with Disabilities in October 2020.
FY21	Continue to evaluate new releases of Assistive Technology software and provide to DLA users as appropriate; Implemented Section 508 procedures for MSCs; and increased Section 508 training on technology standards, DLA won two awards: DLA won the SECDEF Best Mid-sized Component on the Achievement of Individuals with Disabilities and the SECDEF award for Accessible Communication and Technology in October 2021
FY22	Two new FAD writers were hired in FY22; Updated DLAI 1440.01; and Reduced FAD back log by 97%; DEIA Training was conducted for all HR leaders; and the DLA Enterprise IT Accessibility Team uses various platforms to increase knowledge of Section 508 accessibility through the DLA enterprise. DLA won the SECDEF Best Mid-sized Component on the Achievement of Individuals with Disabilities in October 2022.

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

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
E.1.b	<p><u>Compliance Indicator</u>: The agency maintains an efficient, fair, and impartial complaint resolution process.</p> <p><u>Measure</u>: 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)?</p> <p><u>Deficiency</u>: Untimely EEO Counseling beyond 30 days.</p>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
10/01/2022	Timely complete EEO Counselings within 30 days, or 90 days with ADR	09/30/2023		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DLA EEO Director	Janice Samuel	Yes
DLA EEO Deputy Director	Kimberly Lewis	Yes
DO-C Staff Director	Vacant	Yes
EEO Manager, DLA Headquarters Operations (DO-S)	Beverly Johnson	Yes
EEO Manager, DLA Aviation	Deborah Winston	Yes
EEO Manager, DLA Disposition Services	Arnita Furgason	Yes
EEO Manager, DLA Distribution	Zachary Carrier	Yes
EEO Manager, DLA Energy	Adam Morrison	Yes
EEO Manager, DLA Land and Maritime	Penny Copp	Yes
EEO Manager, DLA Troop Support	Carlos Deño, Jr.	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/01/2023	Headquarters EEO to track EEO Counseling timelines from date of initial filing to closure and share the data with EEMs monthly.	Yes		
10/01/2023	MSC EEO Offices will monitor counseling timeliness.	Yes		
10/01/2023	Continue to train EEO professionals through the EEO Academy in order to address skill gaps related to EEO counseling.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
FY2022	<p>For FY2022, DLA saw 191 (90%) of its 213 informal complaints counseled timely for both FY2021 and FY2022.</p> <p>This remains steady from FY2021, in which 205 (90%) of DLA’s 228 informal complaints were counseled timely.</p> <p>The DLA EEO Academy for EEO professionals was instituted in order to address skill gaps with the Agency’s EEO community. Topics covered during FY22 were “EEO Counseling Plans”, “ROI Legal Sufficiency”, and “EEO Compliance Reports”.</p>

Part H.3 - Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
E.1.h	<p><u>Compliance Indicator:</u> The agency maintains an efficient, fair, and impartial complaint resolution process.</p> <p><u>Measure:</u> When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?</p> <p><u>Deficiency:</u> DLA issues Merit final agency decisions (FADs) beyond 60 days.</p>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
01/30/2018	Eliminate backlog of merit FADs.	10/01/2020	12/31/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DLA EEO Director	Janice Samuel	Yes
DLA EEO Deputy Director	Dr. Angela Curtis	Yes
DO-C Staff Director	Kimberly Lewis	Yes
EEO Manager, DLA Headquarters Operations (DO-S)	Beverly Johnson	Yes
DLA Complaints Manager	Gabriela Reitan	Yes
EEO Specialist	Cynthia Sexton	Yes
EEO Specialist	Tabatha Holloway	Yes
EEO Specialist	Joseph Sommerville, III	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
7/30/2019	Form a "Tiger" team to clear the backlog of merit FADs.	Yes	1/7/2022	8/1/2019

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/15/2019	“Tiger” team to review unassigned merit FADs to prioritize FADs based on the type of FAD.	Yes	1/7/2022	09/2/2022
12/31/2020	“Tiger” team to be issued merit FAD assignments to clear some of the backlog.	Yes	1/13/2020	Jan 2022
01/04/2021	A new FAD Team will reconvene January 4, 2021, with the goal for the team to complete 4 FADs per month.	No	1/31/2022	
03/31/2021	DLA will submit a hiring action vice a FAD writer who retired on December 31, 2020.	No		February 2022
03/31/2021	DLA will submit a hiring action vice a new FAD writer.	No		July 2021

Report of Accomplishments

Fiscal Year	Accomplishments
FY21	The Tiger Team was disestablished due to staff shortages: (1) A new FAD writer was hired in July 2021 who is in training. The plan for FY22 was to hire a retired annuitant who is an experienced FAD writer; (2) In a seven-month period (January to July 2021) the FAD team issued an average of four merit FADs per month; (3) Forty-one (41) merit FADs were issued in FY21, with seven (17%) of the decisions issued timely within 60 days.
FY22	<p>The FAD Writer hired during FY21 departed the Agency during the FY22 2nd quarter. A new EEO Specialist/FAD Writer (trainee) was hired during the FY22 4th quarter. In addition, DLA hired an experienced FAD Writer as a retired annuitant to focus solely on helping the Agency to clear out back-logged FADs and improve overall performance on issuing timely FADS.</p> <p>DLA executed an EEO Directors Leadership Summit during the FY22 3rd quarter in an effort to take a top-down approach informing Agency EEO leadership in areas that may assist with submission of sound/sufficient reports of investigations (ROIs) which are used to prepare the FADs. An out-product of the Summit was the enterprise-wide execution of a DLA EEO Academy, which is managed by one of the DLA EEO MSCs. The Academy is open to all DLA EEO professionals and covers topics relevant to informal and formal EEO complaint processing. The Academy’s first course was held during FY22 4th quarter.</p> <p>As of September 29, 2022, there were a total of 14 FADs pending. Of the 14 FADs, 6 are being worked by FAD writers, or being reviewed by the DLA Office of General Counsel. FY22 saw an improvement in the issuance of timely FADS. In FY22, a total of 16 (18.82%) of the 85 merit FADs were issued timely. This is an improvement from FY21, which saw 7 (17.07%) of its 41 merit FADS issued timely, and 7% issued timely in FY20.</p>

Part H.4 - Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

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

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
E.1.f	<p><u>Compliance Indicator</u>: The agency maintains an efficient, fair, and impartial complaint resolution process.</p> <p><u>Measure</u>: Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?</p> <p><u>Deficiency</u>: DLA did not complete investigations within the applicable timeframes. A total of 40% (34/84) of the completed investigations in FY17 were untimely.</p>

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
11/30/2018	Reduce pre-investigation processing time to 10 business days.	09/30/2020	06/30/2022	
11/30/2018	Reduce post-investigation processing time to 10 business days.	09/30/2020	06/30/2022	
01/30/2018	Reach 90% timely investigations.	09/30/2019	06/30/2022	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
DLA EEO Director (DO)	Janice Samuel	Yes
DLA EEO Deputy Director	Dr. Angela Curtis	Yes
Staff Director, Complaints and Compliance Division (DO-C)	Kimberly Lewis	Yes
EEO Manager, DLA Headquarters Operations (DO-S)	Beverly Johnson	Yes
EEO Manager, DLA Aviation	Deborah Winston	Yes
EEO Manager, DLA Disposition	Allen Hight	Yes
EEO Manager, DLA Distribution	Zachary Currier	Yes
EEO Manager, DLA Energy	Dominica Gay, Acting	Yes
EEO Manager, DLA Land and Maritime	Penny Copp	Yes
EEM, DLA Troop Support	Carlos Deño, Jr.	Yes

Planned Activities toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
3/30/2020	Draft a Standard Operating Procedures (SOP) between EEO and Human Resources on how to request data for EEO investigations.	Yes		09/29/2020
3/30/2020	Human Recourses/EEO to provide training to EEO Specialists on requesting data.	Yes		11/19/2020
9/30/2020	Headquarters EEO to track investigation timelines from date of filing to accept formal complaints, request to investigate to the release of the ROI, and share the data with EEMs monthly.	Yes	6/30/2022	Reported monthly and quarterly in FY22. Efforts will continue into FY23
9/30/2020	Meet with the contracting office to explore and generate new investigator contracts.	Yes		9/20/2021

Report of Accomplishments

Fiscal Year	Accomplishments
FY2018	No accomplishments in FY18. Untimely investigations increased in FY18 to 39 untimely of 85 investigations, which 46% were untimely.
FY2019	Updated the planned activities and responsible offices to be more effective in FY19. Reviewed FY19 planned activities. Performance elements were addressed in the Agency's Management Reviews (AMR) of Land & Maritime and Aviation EEO offices. Six of the seven EEO offices began using contract investigators as opposed to IRD. Untimely investigations slightly increased in FY19 from 46% in FY18 to 47%.
FY2020	<p>DLA EEO and Diversity and DLA Human Resources Offices partnered to create Standard Operating Procedures (SOP) that addressed agency internal procedures for requesting EEO data. The SOP was finalized September 29, 2020. The SOP specifically addressed the process to request evidentiary data. This was done as part of the Agency's goal to streamline the process and ensure that Agency EEO specialists understand how to request documents, thus contributing to improved timely completion of EEO Investigations.</p> <p>During FY21, training will be provided to the Agency's servicing EEO Offices to ensure enterprise-wide understanding of the SOP, to include the process and requirements for requesting data.</p> <p>EEO Managers of each of the Agency's servicing EEO Offices were provided quarterly information concerning the timeliness of the EEO Investigations. Due to leadership changes with four of the EEO Offices during FY20, this information transitioned to being disseminated quarterly. Now, that all EEO Manager positions are incumbered, reporting of this information will transition back to monthly.</p> <p>A Tiger Team was formed to address the EEO investigator contract. The Performance Work Statement (PWS) is being revamped, and a solicitation package is being assembled for submission to the DLA Contracting Office in FY2021. EEO investigations were completed for 116 cases. Of the 116, 44 (38%) were untimely, and 72 (62%) were timely.</p> <p>In FY21, DO-C will review the EEO Investigations data monthly in order to ensure continuous improvement of timely completed investigations.</p>

Fiscal Year	Accomplishments
FY21	On November 19, 2020, training on the process and requirements for requesting EEO evidentiary data was provided to the seven (7) EEO offices. Complaint data was reviewed monthly. Completion of timely EEO investigations improved. Of the 108 completed investigations, 76 (70%) were timely and 32 (30%) were untimely. At the end of FY21, new investigator contracts were awarded.
FY22	DLA has made significant improvements in this area. We will continue to monitor progress on untimely investigations and FAD's. We understand early intervention is the best practice therefore, we have partnered with HR and General Counsel to present systemic issues to supervisor and managers quarterly. A total of 97% investigations were completed on time above the 90% target goal.

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

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

Section I: Efforts to Reach Regulatory Goals

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

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes," describe the trigger(s) in the text box.
 - a. Cluster GS-1 to GS-10 (PWD) No
 - b. Cluster GS-11 to SES (PWD) No

15.83% is greater than the 12.00% benchmark.

16.53% is greater than the 12.00% benchmark.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes," describe the trigger(s) in the text box.
 - a. Cluster GS-1 to GS-10 (PWTD) No
 - b. Cluster GS-11 to SES (PWTD) No

4.57% is greater than the 2.00% benchmark.

3.61% is greater than the 2.00% benchmark.

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

DLA has consistently communicated through Disability self-identification video, self-identification articles and demographic charts. DLA also promotes National Disability Awareness Month presentations and seminars, which state our commitment to increase the representation of PWTDs to 2% and PWDs to 12% of our workforce. DLA also collaborates with the Office of Diversity Equity and Inclusion (ODEI) within OSD and the DLA HR Recruitment Cadre.

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training, and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. Plan to Provide Sufficient & Competent Staffing for the Disability Program

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If “no,” describe the agency’s plan to improve the staffing for the upcoming year.

Yes.

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

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD by Selective Placement Coordinators (SPPCs)	0	0	90	Casandra Green, SPPC; Cassandra.Green@dla.mil Steven Carney, SPPC; Steven.Carney@dla.mil
SPPCs answering questions from the public about hiring authorities that take disability into account	0	0	2	Casandra Green, SPPC; Cassandra.Green@dla.mil Steven Carney, SPPC; Steven.Carney@dla.mil
Processing reasonable accommodation requests from applicants and employees	8	0	3	Monique Ray, DLA Disability Program Manager (DPM); Monique.Ray@dla.mil
Section 508 Compliance	6	4	8	Richard Harmon, Branch Chief, Enterprise IT Accessibility, J62LC Richard.Harmon@dla.mil
Architectural Barriers Act Compliance	0	0	7	Tamberly Averett, Installation Management Division Chief, Tamberly.Averett@dla.mil
Special Emphasis Program for PWDs and PWTDs	9	0	0	Eric Spanbauer, DLA Special Emphasis Program Manager (SEPM); Eric.Spanbauer@dla.mil

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If “yes,” describe the training that disability program staff have received. If “no,” describe the training planned for the upcoming year.

Yes. DLA has a full-time Disability Program Manager (DPM) who works with seven Disability Program Coordinators (DPCs) at the Major Subordinate Commands (MSCs) EEO offices.

B. Plan to Ensure Sufficient Funding for the Disability Program

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

Yes. The DPM and all DPCs have attended a Disability Program Manager training course, and regularly attend workshops and webinars hosted by the National Employment Law Institute (NELI), the Job Accommodation Network (JAN), and the Employer Assistance and Resource Network (EARN). They also participate in the Federal Exchange on Employment and Disability (FEED), hosted by the EEOC, the Office of Personnel Management, and the Department of Labor. All DPCs regularly receives updates and advisories from the Computer/Electronic Accommodations Program (CAP) and the Workforce Recruitment Program (WRP) for College Students with Disabilities with DoD funding at no charge to DLA.

DO hosts a roundtable every other month to discuss Reasonable Accommodation (RAs) Procedures, Special Emphasis Programs (SEP), and Affirmative Employment Program (AEP) matters, conduct on-the-spot training, and share best practices, trends, and solutions.

The DPM hosts a quarterly meeting to discuss RA issues.

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 Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD).

A. Plan to Identify Job Applicants with Disabilities

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

Job applicants may use Schedule A hiring authority to apply for vacancy announcements. If hired with the Schedule A hiring authority, selectees are required to complete a SF-256 form to identify their disability. On another avenue, supervisors and managers identify and select qualified candidates through the Workforce Recruitment Program (WRP) for College Students with Disabilities database are hired through the Schedule A hiring authority.

2. Pursuant to 29 C.F.R. § 1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

DLA uses all available and appropriate hiring authorities to recruit and hire PWD and PWTD. Individuals eligible for employment under the hiring authorities pursuant to 29 CFR 1614.203(a)(3), such as Schedule A, Veterans Recruitment Appointment, and 30% or More Disabled Veteran Authority, can be considered for employment opportunities by applying to positions on USAJOBS.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

Individuals requesting consideration through Schedule A hiring authority are required to provide a letter from a physician or other care provider certifying their eligibility for Schedule A hiring authority. Individuals who request consideration as a 30% or more disabled veteran are required to provide DD Form 214, Military Discharge and a letter from the Department of Veteran's Affairs or branch of the armed forces certifying an overall service-connected disability. Individuals must meet eligibility requirements for the appointment authority and minimum qualifications for the vacancy.

HR refers qualified applicants to the selecting official in veteran's preference order and then if they identify as being eligible for Schedule A hiring authority, for 30% or more disabled veteran's authority or both, HR refers qualified applicants to the selecting official in veteran's preference order and then if they identify as being eligible for Schedule A hiring authority, for 30% or more disabled veteran's authority, or both.

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

Yes. All new supervisors are trained on Schedule A hiring authority during the HR Management class, which is refreshed every three years.

B. Plan to Establish Contacts with Disability Employment Organizations

Describe the agency's efforts to establish and maintain contacts with organizations that assist Persons with Disabilities (PWD) and including Persons with Targeted Disabilities (PWTD), in securing and maintaining employment.

Organizations that assist PWDs and PWTDs with securing employment where DLA currently maintains contact with:

- Department of Labor for the WRP
- State Rehabilitation Service
- Veteran Employment Centers
- Gallaudet University
- National Institute of the Blind
- National Technical Institution of the Deaf
- Disabled American Veterans
- Social Security Administration
- Wounded Warrior Project
- Philadelphia Veterans Contact and Advocacy Program

- Job Accommodation Network (JAN)
- Computer/Electronic Accommodations Program (CAP)
- Job Fairs that target PWD and PWTD populations, such as the Careers and the Disabled Expo.
- Local college and university campus disability programs to inform them of job opportunities with DLA and to raise awareness of the different hiring authorities and programs.

C. Progression Towards Goals (Recruitment and Hiring)

1. Using the goals of 12% for Persons with Disabilities (PWDs) and 2% for Persons with Targeted Disabilities (PWTDs) as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If “yes,” please describe the triggers below.

a. New Hires for Permanent Workforce (PWD)..... Yes

b. New Hires for Permanent Workforce (PWTD) No

11.95% is less than the 12.00% benchmark.

2.32% is greater than the 2.00% benchmark.

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

a. New Hires for MCO (PWD).....Yes

b. New Hires for MCO (PWTD).....No

Triggers exist for **PWDs** in the following MCOs: (Percent of new hires in that MCO.)
MCOs with enough hires (≥8) for the trigger to be significant are marked in **red**.

0080	=	0.36%	of	3	hires	<	0.83%	Security Administration
0089	=	0.12%	of	1	hires	<	0.95%	Emergency Management
0201	=	0.95%	of	8	hires	<	8.52%	Human Resources
0260	=	0.59%	of	5	hires	<	1.42%	Equal Employment Opportunity
0301	=	1.78%	of	15	hires	<	8.28%	Administration and Program
0343	=	1.30%	of	11	hires	<	12.19%	Program Management Analyst
0346	=	0.36%	of	3	hires	<	2.37%	Logistics Management

0510	=	0.12%	of	1	hires	<	2.49%	Accounting
0801	=	0.12%	of	1	hires	<	1.42%	General Engineering
0905	=	0.36%	of	3	hires	<	2.72%	Attorney
1101	=	0.12%	of	1	hires	<	0.59%	General Business & Industry
1102	=	2.37%	of	20	hires	<	28.05%	Contracting
1104	=	0.36%	of	3	hires	<	2.72%	Property Disposal
2001	=	0.59%	of	5	hires	<	7.22%	General Supply
2003	=	0.47%	of	4	hires	<	2.01%	Supply Program Management
2030	=	0.24%	of	2	hires	<	0.83%	Distribution Facilities & Storage Management
2210	=	1.89%	of	16	hires	<	12.78%	Information Technology Management

Note: the other 13 Top MCOs not listed here had no FY22 new hires.

Triggers exist for **PWTDs** in the following MCOs: (Percent of new hires in that MCO.)
MCOs with enough hires (≥8) for the trigger to be significant are marked in **red**.

0260	=	0.36%	of	3	hires	<	1.42%	Equal Employment Opportunity
0301	=	0.36%	of	3	hires	<	8.28%	Administration and Program
0343	=	0.47%	of	4	hires	<	12.19%	Program Management Analyst
0346	=	0.12%	of	1	hires	<	2.37%	Logistics Management
0801	=	0.12%	of	1	hires	<	1.42%	General Engineering
0905	=	0.12%	of	1	hires	<	2.72%	Attorney
1102	=	0.71%	of	6	hires	<	28.05%	Contracting
1104	=	0.24%	of	2	hires	<	2.72%	Property Disposal
2003	=	0.24%	of	2	hires	<	2.01%	Supply Program Management
2210	=	0.36%	of	3	hires	<	12.78%	Information Technology Management

Note: the other 20 Top MCOs not listed here had no FY22 new hires.

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

a. Qualified Applicants for MCO (PWD).....Yes

b. Qualified Applicants for MCO (PWTD)Yes

Triggers exist for **PWDs** in the following MCOs: (Percent of new hires in that MCO.)
MCOs with enough hires (≥8) for the trigger to be significant are marked in **red**.

0080	=	0.94%	of	18	hires	<	1.17%	Security Administration
0201	=	15.30%	of	294	hires	>	14.16%	Human Resources
0260	=	1.04%	of	20	hires	>	0.72%	Equal Employment Opportunity
0301	=	12.02%	of	231	hires	>	11.65%	Administration and Program
0343	=	13.58%	of	261	hires	<	13.81%	Program Management Analyst
0346	=	2.13%	of	41	hires	<	2.16%	Logistics Management
0501	=	0.16%	of	3	hires	<	0.32%	Financial Administration & Program
0801	=	0.10%	of	2	hires	>	0.07%	General Engineering

1035	=	0.10%	of	2	hires	=	0.10%	General Attorney
1101	=	0.42%	of	8	hires	=	0.42%	General Business & Industry
1102	=	6.66%	of	128	hires	>	5.83%	Contracting
1104	=	10.61%	of	204	hires	>	9.55%	Property Disposal
2001	=	21.75%	of	418	hires	<	24.02%	General Supply
2003	=	8.79%	of	169	hires	<	9.10%	Supply Program Management
2030	=	6.40%	of	123	hires	<	6.93%	Distribution Facilities & Storage Management

Note: the other 15 Top MCOs not listed here had no FY21 internal hires.

Triggers exist for **PWTDs** in the following MCOs: (Percent of new hires in that MCO.)

MCOs with enough hires (≥8) for the trigger to be significant are marked in **red**.

0080	=	1.56%	of	5	hires	>	1.47%	Security Administration
0201	=	5.92%	of	19	hires	>	5.49%	Human Resources
0260	=	1.25%	of	4	hires	>	0.57%	Equal Employment Opportunity
0301	=	15.58%	of	50	hires	>	14.55%	Administration and Program
0343	=	17.45%	of	56	hires	<	18.39%	Program Management Analyst
0346	=	0.62%	of	2	hires	<	1.60%	Logistics Management
0501	=	0.00%	of	0	hires	<	0.12%	Financial Administration & Program
0801	=	0.62%	of	2	hires	>	0.13%	General Engineering
1035	=	0.00%	of	0	hires	<	0.03%	General Attorney
1101	=	0.31%	of	1	hires	<	0.42%	General Business & Industry
1102	=	7.48%	of	24	hires	>	6.26%	Contracting
1104	=	9.35%	of	30	hires	<	9.76%	Property Disposal
2001	=	24.61%	of	79	hires	<	24.99%	General Supply
2003	=	9.66%	of	31	hires	>	8.99%	Supply Program Management
2030	=	5.61%	of	18	hires	<	7.24%	Distribution Facilities & Storage Management

Note: the other 15 Top MCOs not listed here for had no FY22 internal hires.

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

a. Promotions for MCO (PWD).....Yes

b. Promotions for MCO (PWTD)Yes

Triggers exist for **PWDs** in the following MCOs: (Percent of promotions in that MCO.) MCOs with enough hires (≥8) for the trigger to be significant are marked in **red**.

0080	=	0.19%	of	24	hires	<	2.47%	Security Administration
0089	=	0.08%	of	10	hires	<	1.41%	Emergency Management
0201	=	0.09%	of	12	hires	<	0.80%	Human Resources

0260	=	0.11%	of	14	hires	<	0.54%	Equal Employment Opportunity
0301	=	1.80%	of	232	hires	<	20.58%	Administration and Program
0343	=	2.14%	of	276	hires	<	21.41%	Program Management Analyst
0346	=	0.28%	of	36	hire	<	3.33%	Logistics Management
0391	=	0.02%	of	2	hires	<	0.09%	Financial Administration & Program
0501	=	0.29%	of	38	hires	<	3.65%	Accounting
0505	=	0.03%	of	4	hires	<	0.23%	Financial Management
0510	=	0.35%	of	45	hires	<	3.54%	Accounting
0511	=	0.10%	of	13	hires	>	0.02%	Auditing
0690	=	0.01%	of	1	hire	<	0.15%	Property Disposal
0801	=	0.02%	of	3	hires	<	1.14%	General Engineering
0810	=	0.00%	of	0	hire	<	0.02%	Civil Engineering
0905	=	0.12%	of	15	hires	<	3.14%	General Attorney
1035	=	0.00%	of	0	hire	<	0.12%	Public Affairs
1101	=	0.12%	of	16	hires	<	1.38%	General Business & Industry
1102	=	0.57%	of	73	hires	<	7.47%	Contracting
2001	=	0.52%	of	67	hires	<	4.47%	General Supply
2003	=	0.22%	of	28	hires	<	2.93%	Supply Program Management
2030	=	0.00%	of	0	hire	<	0.07%	Distribution Facilities & Storage Management
2210	=	1.35%	of	174	hires	<	12.66%	Information Technology Management

Note: the other seven Top MCOs not listed here had no FY22 Promotions.

Triggers exist for **PWTDs** in the following MCOs: (Percent of promotions in that MCO.) MCOs with enough hires (≥ 8) for the trigger to be significant are marked in **red**.

0080	=	0.09%	of	12	hires	<	2.66%	Security Administration
0089	=	0.04%	of	5	hires	<	1.49%	Emergency Management
0201	=	0.06%	of	8	hires	<	0.89%	Human Resources
0260	=	0.06%	of	8	hires	<	0.65%	Equal Employment Opportunity
0301	=	0.90%	of	116	hires	<	22.37%	Administration and Program
0343	=	1.10%	of	142	hires	<	23.55%	Program Management Analyst
0346	=	0.15%	of	19	hires	<	3.61%	Logistics Management
0391	=	0.02%	of	2	hires	<	0.10%	Financial Administration & Program
0501	=	0.13%	of	17	hires	<	3.94%	Accounting
0505	=	0.02%	of	3	hires	<	0.26%	Financial Management
0510	=	0.13%	of	17	hires	<	3.89%	Accounting
0511	=	0.00%	of	0	hires	<	0.12%	Auditing
0690	=	0.01%	of	1	hire	<	0.15%	Property Disposal
0801	=	0.01%	of	1	hire	<	1.16%	General Engineering
0810	=	0.00%	of	0	hires	<	0.02%	Civil Engineering
0905	=	0.09%	of	11	hire	<	3.26%	General Attorney
1035	=	0.00%	of	0	hire	<	0.12%	Public Affairs
1101	=	0.07%	of	9	hire	<	1.50%	General Business & Industry
1102	=	0.33%	of	42	hire	<	8.04%	Contracting
2001	=	0.27%	of	35	hire	<	4.99%	General Supply
2003	=	0.10%	of	13	hire	<	3.14%	Supply Program Management
2030	=	0.00%	of	0	hires	<	0.07%	Distribution Facilities & Storage Management

2210 = 0.67% of 87 hire < 14.01% Information Technology Management

Note: the other seven Top MCOs not listed here had no FY22 Promotions.

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. Advancement Program Plan

Describe the agency's plan to ensure Persons with Disabilities (PWDs), including Persons with Targeted Disabilities (PWTDS), have sufficient opportunities for advancement.

Plans for additional programs in FY23:

- DO continues to recommend and monitor improvements to track and advertise mentoring programs temporarily delayed by the COVID-19 pandemic.
- DLA will continue to maximize the use of hiring authorities and flexibilities for individuals with disabilities.
- DLA will continue to conduct outreach programs to educate and attract employees with disabilities to apply for positions within the agency.
- DLA will continue to provide effective Reasonable Accommodations (RA) ensuring all qualified employees and applicants with disabilities are afforded benefits and privileges of employment equal to employees and applicants without disabilities.
- The DLA Career Mapping Program continues to develop the DLA Career Guide, the DLA Career Pyramid, DLA Career Paths and DLA Career Checklists for specific job series, which will be available to all employees to assist them with advancement of their careers. The Career Mapping Program will continue to publish new career field specific tools, which will assist with planning employee's career development and progression.
- Due to the COVID-19 pandemic, Special Emphasis Program Committee groups for PWDs were curtailed throughout FY2022. DO has not completed the Diversity, Equity, Inclusion and Accessibility (DEIA) charter and is on the glide path to a full committee implementation with stakeholder representatives from each D-Staff/J-Codes after the groundwork for virtual meetings becomes accessible to all stakeholders by FY2023 1st quarter.

- DLA will continue to fortify its Strategic Plan for DEIA, People and Culture and Sustainability, which includes all Disabled employees within the Agency. DLA's ability to attract, develop, and retain a diverse, skilled, and agile workforce is vital to our continued success as the nation's combat logistics support agency. The DLA People and Culture Plan aligns DLA's mission, goals, and objectives with proven human capital strategies. DLA organizations enterprise wide owns this plan and work together to achieve a shared vision.
- Continuous learning has been a long-standing strategy to ensure the DLA workforce has the skills needed to meet the Agency's ever-changing requirements. Rotational assignments focus on experiential development designed to expand an individual's functional, cross-functional, and leadership abilities through on the job learning. Rotational assignments are a key means of obtaining depth and breadth of knowledge, fostering greater information sharing and understanding of DLA's mission, collaboration, networking, gaining corporate perspective, as well as professional enhancement.
- Several of the DLA organizations use the Pathways to Career Excellence (PaCE) program, which is a two-year entry level program that includes successfully completing performance-based measures for advancement and promotion. Another two WRP participants were successfully induced into PaCE after having met or exceeded, satisfactory requirements in FY22.

B. Career Development Opportunities

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

DLA Enterprise Tuition Assistance Program: Provides financial support for continued education courses at the undergraduate or graduate level. Permanent, full-time civilian employees are eligible after their initial two-year probationary/trial period in Federal civilian service.

DLA Enterprise Leader Development Program: An Agency-wide leadership development program designed to build and enhance the leadership skills of DLA employees at all levels. The competencies include supervisory certification, coaching, mentoring, the use of leadership development guides, multi-source feedbacks, and behavior-based interviewing techniques.

Defense Civilian Emerging Leader Program: A DoD cohort and competency-based leadership development program for entry level and emerging leaders. Permanent full-time, civilians in grades 7 through 12 are eligible, including Federal Wage System employees.

DLA Enterprise Rotation Program (Cross-Organizational): Cross-organizational rotational assignments within DLA. (Intra-organizational rotations are also available) Rotational assignments were listed seeking GS-11 to GS-14 employee participation.

Logistics for the 21st Century: A 5 ½-day course designed by the Institute for Defense and Business to provide early-career, high-potential logisticians with a comprehensive and tailored educational experience. GS-11 through GS-13 early-career civilian logisticians is eligible.

DoD Defense Pricing and Contracting Acquisition Exchange Program: A unique developmental 6- to 9-month experience through rotational assignments for high caliber individuals in acquisition related career fields. Permanent civilian acquisition employees in grades GS 11 and above are eligible.

OSD Sustainment Fellowship Program: A 12-month hands-on leadership and management program to enhance the career development of mid-level logistics professionals. Civilian logistics employees in grades GS-13 and GS-14 are eligible.

In-House Coaching Program Pilot for FY19: Through in-house coaching, improve leadership capability across the agency. Employees who have completed ELDP Level 3 and managers are eligible.

DLA Executive Development Program: A program that allows managers to nominate high potential, highly motivated individuals to attend up to two training programs, for approval by DLA's executive board. Permanent civilians in grades GS-13 through GS-15 with at least 18-months of continuous service with DLA are eligible.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs	581	519	11.95%	10.67%	2.50%	2.24%
Fellowship Programs	1	1	0.00%	0.00%	0.00%	0.00%
Mentoring Programs	---	---	---	---	---	---
Coaching Programs	---	---	---	---	---	---
Training Programs	306	258	18.60%	15.69%	1.94%	1.63%
Detail Programs	---	---	---	---	---	---
Tuition Assistance Program	131	119	10.08%	9.16%	1.68%	1.53%
Other Career Development Programs	160	126	18.25%	14.38%	3.17%	2.50%
Total	1,179	1,023	58.89%	49.89%	9.30%	7.90%

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

A total of 11.95% of the 581 applicants to the *Internship Programs* (PaCER) were PWDs and 10.67% of the selectees were PWDs, which is **below** the permanent 15.51% PWD workforce benchmark.

A total of 18.60% of the 306 applicants to the *Training Programs* were PWDs and 15.69% of the selectees were PWDs, which is **above** the permanent 15.51% PWD workforce benchmark.

A total of 10.08% of the 131 applicants to the *Tuition Assistance Program* were PWDs and 9.16% of the selectees were PWDs, which is **below** the permanent 15.51% PWD workforce benchmark.

A total of 18.25% of the 160 applicants to the *Other Career Development Programs* were PWDs and 14.38% of the selectees were PWDs, which is **below** the permanent 15.51% PWD workforce benchmark.

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

A total of 2.50% of the 581 applicants to the *Internship Programs* (PaCER) were PWTDS and 2.24% of the selectees were PWTDS, which is **below** the permanent 3.74% PWD workforce benchmark.

A total of 1.94% of the 306 applicants to the *Training Programs* were PWTDS and 1.63% of the selectees were PWDs, which is **below** the permanent 3.74% PWD workforce benchmark.

A total of 1.68% of the 131 applicants to the *Tuition Assistance Program* were PWTDS and 1.53% of the selectees were PWTDS, which is **below** the permanent 3.74% PWD workforce benchmark.

A total of 3.17% of the 160 applicants to the *Other Career Development Programs* were PWDs and 2.50% of the selectees were PWDs, which is **below** the permanent 3.74% PWD workforce benchmark.

C. Awards

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWDs and/or PWTDs for any level of the time-off awards, bonuses, or other incentives? If “yes,” please describe the trigger(s) in the text box.

- a. Awards, Bonuses, & Incentives (PWD).....Yes
- b. Awards, Bonuses, & Incentives (PWTD).....Yes

Time-Off Awards										
1 - 10 Hours:	PWDs	=	14.37%	<	15.41%	PWTDs	=	3.52%	<	3.73%
11 - 20 Hours:	PWDs	=	15.47%	<	15.41%	PWTDs	=	3.93%	>	3.73%
21 - 30 Hours:	PWDs	=	18.04%	>	15.41%	PWTDs	=	4.89%	>	3.73%
31 - 40 Hours:	PWDs	=	16.11%	>	15.41%	PWTDs	=	2.01%	<	3.73%
41 or More Hours:	PWDs	=	0.00%	<	15.41%	PWTDs	=	0.00%	<	3.73%

Cash Awards										
\$500 and Under:	PWDs	=	14.40%	<	15.41%	PWTDs	=	3.65%	<	3.73%
\$501 - \$999:	PWDs	=	16.14%	>	15.41%	PWTDs	=	4.15%	>	3.73%
\$1,000 - \$1,999:	PWDs	=	15.19%	<	15.41%	PWTDs	=	4.05%	>	3.73%
\$2,000 - \$2,999:	PWDs	=	15.45%	<	15.41%	PWTDs	=	3.46%	<	3.73%
\$3,000 - \$3,999:	PWDs	=	15.21%	<	15.41%	PWTDs	=	3.23%	<	3.73%
\$4,000 - \$4,999:	PWDs	=	13.94%	<	15.41%	PWTDs	=	2.93%	<	3.73%
\$5,000 or More:	PWDs	=	13.43%	<	15.41%	PWTDs	=	2.24%	<	3.73%

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes,” please describe the trigger(s) in the text box.

- a. Pay Increases (PWD)Yes
- b. Pay Increases (PWTD).....Yes

Quality Step Increases (QSI) Awards										
\$500 and Under:	PWDs	=	16.33%	>	15.41%	PWTDs	=	3.44%	<	3.73%

Performance Based Pay Increase (PBPI) Awards:										
\$2,000 - \$2,999:	PWDs	=	9.09%	>	15.41%	PWTDs	=	0.00%	<	3.73%

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes,” describe the employee recognition program and relevant data in the text box.
 - a. Other Types of Recognition (PWD)No
 - b. Other Types of Recognition (PWTD).....No

DO and HR are not aware of other employee recognition programs.

D. Promotions

1. Does your agency have a trigger involving PWDs among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes,” describe the trigger(s) in the text box.
 - a. SES
 - i. Qualified Internal Applicants (PWD)No
 - ii. Internal Selections (PWD)No
 - b. Grade GS-15
 - i. Qualified Internal Applicants (PWD)Yes
 - ii. Internal Selections (PWD)Yes
 - c. Grade GS-14
 - i. Qualified Internal Applicants (PWD)Yes
 - ii. Internal Selections (PWD)Yes
 - d. Grade GS-13
 - i. Qualified Internal Applicants (PWD)Yes
 - ii. Internal Selections (PWD)Yes

Applied	Qualified	Selected
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	No Disability	PWDs	No Disability	PWDs	No Disability	PWDs
SES	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-15	11.63%	0.86%	12.98%	0.40%	0.42%	0.72%
GS-14	34.05%	3.05%	39.88%	1.74%	1.70%	3.50%
GS-13	54.32%	4.90%	47.14%	2.29%	3.24%	4.34%

Note: SES had no triggers because there were no SES promotions during FY22. In overall, 8.81% PWDs applied, 4.43% were qualified and 8.56% were selected, versus 91.19% PWODs applied, 95.57% qualified and 91.44% were selected.

2. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes,” describe the trigger(s) in the text box.

a. SES

- i. Qualified Internal Applicants (PWTD).....Yes
- ii. Internal Selections (PWTD).....Yes

b. Grade GS-15

- i. Qualified Internal Applicants (PWTD).....Yes
- ii. Internal Selections (PWTD).....Yes

c. Grade GS-14

- i. Qualified Internal Applicants (PWTD).....Yes
- ii. Internal Selections (PWTD).....Yes

d. Grade GS-13

- i. Qualified Internal Applicants (PWTD).....Yes
- ii. Internal Selections (PWTD).....Yes

	Applied		Qualified		Selected	
	No Disability	PWTDs	No Disability	PWTDs	No Disability	PWTDs
SES	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
GS-15	11.47%	0.51%	12.76%	0.39%	7.63%	0.28%
GS-14	34.12%	1.50%	39.99%	1.67%	30.79%	0.56%
GS-13	54.42%	2.43%	47.25%	2.20%	61.58%	2.82%

Note: SES had no triggers because there were no SES promotions during FY22. In overall, 4.4% PWTDs applied, 4.26% were qualified and 3.67% were selected, versus 95.56% PWODs applied, 95.74% qualified and 96.33% were selected.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWDs among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes,” describe the trigger(s) in the text box.
- a. New Hires to SES (PWD).....No
 - b. New Hires to GS-15 (PWD)Yes
 - c. New Hires to GS-14 (PWD)Yes
 - d. New Hires to GS-13 (PWD)Yes

0.00% of 0 SES new hires were PWD, vs 0.00% of qualified PWD applicants (note: there were no SES openings in FY22).

1.96% of 20 new hires to GS-15 were PWD, vs 0.94% of qualified PWD applicants.

2.45 % of 48 new hires to GS-14 were PWD, vs 1.44% of qualified PWD applicants.

9.31% of 132 new hires to GS-13 were PWD, vs 3.62% of qualified PWD applicants.

DLA is now receiving Applicant Flow Vacancy (AFV) Level Detail Report, and triggers were identified. DLA will continue to leverage the data and further investigate the triggers to identify potential barriers in the hiring process. The USA Staffing Office at OPM changed the former Applicant Flow Data (AFD) Detail Report and re-named it as the AFV during the FY22 3rd quarter. OPM created the schema, which includes a new ability to identify application details broken down by supervisory vacancies, gender, ethnicity, race, and additional disability indicators. DO will look for ways to further leverage the AFV data to better identify triggers to conducting barrier analyses.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWDs among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes,” describe the trigger(s) in the text box.
- e. New Hires to SES (PWD).....No
 - f. New Hires to GS-15 (PWD)Yes
 - g. New Hires to GS-14 (PWD)Yes
 - h. New Hires to GS-13 (PWD)Yes

0.00% of 0 SES new hires were PWTD, vs 0.00% of qualified PWTD applicants (*note: there were no SES openings in FY22*).

0.49% of 20 new hires to GS-15 were PWTDs, vs 1.44% of qualified PWTD applicants.

0.49% of 48 new hires to GS-14 were PWTDs, vs 0.62% of qualified PWTD applicants.

2.94% of 132 new hires to GS-13 were PWTDs, vs 0.56% of qualified PWTD applicants.

5. Does your agency have a trigger involving PWD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes,” describe the trigger(s) in the text box.
- a. Executives
 - i. Qualified Internal Applicants (PWD)No
 - ii. Internal Selections (PWD)No
 - b. Managers
 - i. Qualified Internal Applicants (PWD)No
 - ii. Internal Selections (PWD)No
 - c. Supervisors
 - i. Qualified Internal Applicants (PWD)No
 - ii. Internal Selections (PWD)No

DLA is now receiving AFV, and triggers were identified. DLA will continue to leverage the data and further investigate the triggers to identify potential barriers in the hiring process. The USA Staffing Office at OPM changed the former Applicant Flow Data (AFD) Detail Report and re-named it as the Applicant Flow Vacancy (AFV) Level Detail Report during the FY22 3rd quarter. OPM created the schema, which includes a new ability to identify application details broken down by supervisory vacancies, gender, ethnicity, race, and additional disability indicators. DO will look for ways to further leverage the AFV data to better identify triggers to conducting barrier analyses.

6. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes,” describe the trigger(s) in the text box.
- a. Executives
 - i. Qualified Internal Applicants (PWTD).....No
 - ii. Internal Selections (PWTD).....No
 - b. Managers
 - i. Qualified Internal Applicants (PWTD).....No
 - ii. Internal Selections (PWTD).....No
 - c. Supervisors
 - i. Qualified Internal Applicants (PWTD).....No
 - ii. Internal Selections (PWTD).....No

DO will work with HR to formulate a data plan to include Executives, Managers and Supervisors on a permanent basis.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes,” describe the trigger(s) in the text box.
- a. New Hires for Executives (PWD).....No
 - b. New Hires for Managers (PWD)No
 - c. New Hires for Supervisors (PWD)No

DO will work with HR to formulate a data plan to include Executives, Managers and Supervisors on a permanent basis. DO will further investigate when the Enterprise Diversity, Equity, Inclusion and Accessibility (DEIA) committee becomes established in FY23.

8. 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.

a. New Hires for Executives (PWTD)No

b. New Hires for Managers (PWTD)No

c. New Hires for Supervisors (PWTD)No

DO will work with HR to formulate a data plan to include Executives, Managers and Supervisors on a permanent basis. DO will further investigate when the Enterprise Diversity, Equity, Inclusion and Accessibility (DEIA) committee becomes established in FY23.

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD), agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

A. Voluntary and Involuntary Separations

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If “no,” please explain why the agency did not convert all eligible Schedule A employees.

No. Sixteen of 20 employees with Schedule A appointments identified as eligible for conversion were converted to career or career conditional appointments. The remaining four (4) employees were not converted due to an oversight. The actions are anticipated for the remaining force to be processed by the pay period projected in FY23.

2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes,” describe the trigger below.

a. Voluntary Separations (PWD)No

b. Involuntary Separations (PWD)No

Out of the total workforce separations, 95.98% were permanent and 4.02% were temporary.

Voluntary permanent separations under the 12% benchmark: 11.79% PWDs vs 58.03% PWODs.

Involuntary permanent separations under the 12% benchmark: 10.09% PWDs vs 54.13% PWODs.

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes,” describe the trigger below.

a. Voluntary Separations (PWTD).....No

b. Involuntary Separations (PWTD)No

Voluntary permanent separations under the 2% benchmark: 0.92% PWTDs vs 33.947% PWODs.

Involuntary permanent separations under the 2% benchmark: 1.83% PWTDs vs 54.13% PWODs.

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

None.

B. Accessibility of Technology and Facilities

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

The outward facing/external DLA web page, www.dla.mil, has a link at the bottom of the page has a link that reads "Section 508." This link takes visitors to the DLA Section 508 page: <http://www.dla.mil/508.aspx>. This page has resources and instructions individuals who are having difficulty accessing any part of the DLA website to complete the hyperlinked DoD Section 508 Issues, Complaints and Concerns Form at <https://dodcio.defense.gov/DoDSection508/Section-508-Form/> which starts the current complaint process.

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

<http://www.dla.mil/EEO/ABA/>

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

During FY2022, the DLA Enterprise IT Accessibility (J62LC) strengthened its accessibility initiatives in the areas of User Support, Procurement of Accessible IT, Application and Content Development, and Training.

User Support

The DLA Enterprise IT Accessibility Team maintains a contract for AT support services. This contract provides configuration, troubleshooting and support of AT across the DLA Enterprise so that users with disabilities can execute their work and support the warfighter. This contract also provides the specialized AT knowledge that is needed to support DLA's Reasonable Accommodation (RA) program. Engineers under this contract provide state-of-the-art IT recommendations to support one or multiple disabilities; they also provide input into DLA's IT policy and infrastructure decisions to address the needs of users with disabilities in future infrastructure decisions.

The DLA Enterprise IT Accessibility Team maintains enterprise licensing for AT software. This more efficient, centralized process has greatly reduced lengthy and unproductive wait times experienced by AT users by decreasing the time needed to obtain the software from weeks to hours and the time needed for installations from days to minutes.

The DLA Enterprise IT Accessibility Team continues to support and engage with Employees with Disabilities by:

- Providing Tier 2 ServiceNow support;
- Hosting a dedicated support group so that their concerns are routed to a specialized team that can address their issues and promptly resolve them; and
- Implementing a dedicated team mailbox providing direct support to users of AT tools, IT developers, and content creators.

Over the next fiscal year, we plan to:

- Continue to evaluate new releases of Assistive Technology software and provide to DLA users as appropriate.

Procurement of Accessible IT

DLA J7 has implemented procedures to ensure incorporation of Section 508 contract language into official contracting documents.

- Since January 2022, DLA Acquisition, J72 has pulled a report every other month from Federal Procurement Data System – Next Generation (FPDS-NG) of all IT related contracts. From this report, randomly selected contracts were reviewed to ensure the following:
 - Section 508 requirements were incorporated in Performance Work Statement (PWS), Statement of Objective (SOO), or Statement of Work (SOW) in solicitations for ICT products and services, and Procurement notes H11 & L29 were incorporated in solicitations and awards when procuring ICT products and services.
- Additionally, DLA J7 reviews DLA's ICT contracts in GSA's Solicitation Review Tool (SRT) for compliance.

The DLA Enterprise IT Accessibility Team continues to advocate for buying and developing accessible IT by providing training, communications, and resources to build awareness of what is required and who is responsible. Helpful resources are published on the J62LC intranet site, <https://dlamil.dps.mil/sites/J62L/SitePages/J62LC.aspx> Additionally, DLA HQ Contracting Office has a better understanding of the legal requirements for IT accessibility, and they are updating their job aids to ensure management of IT accessibility throughout the procurement phases (pre-award, award, and post-award).

Application and Content Development

The DLA Enterprise IT Accessibility Team continues to work with the Learning Management System (LMS) program to provide application compliance recommendations, accessibility implementation guidance and application testing with multiple Assistive Technology (AT) software tools. The DLA Enterprise IT Accessibility Team maintains a partnership with the J1 LMS multimedia team to functionally test courses, as well as provide course design guidance and spot checking of enterprise-wide mandatory courses prior to their deployment. This engagement continues to reduce the number of courses that require alternate engagement actions for AT users.

In coordination and collaboration with the DLA Enterprise IT Accessibility Team, the DLA Enterprise Test Office provides Section 508 compliance testing support for the portfolio community on an as-needed basis. The Enterprise Test Office performs manual testing with JAWS, ZoomText, and Dragon Naturally Speaking as well as keyboard-only testing. They also engage with the J62 portfolio community, stressing the importance of including Section 508 requirements in all ICT development and in procurement actions.

The DLA Enterprise IT Accessibility Team uses automated software solutions to assist DLA personnel in testing and validating website compliance.

In 2021, the Enterprise IT Accessibility Team completed a pilot of the automated scanning tool, axe Monitor, with 17 J62 applications. The team has initiated an Enterprise deployment. The project employs two tools, axe Monitor and axe Expert, to assess accessibility compliance.

- axe Monitor: Scanning application which dynamically scans, monitors, and reports on accessibility defects of websites and web applications.
 - It provides a mechanical check against the Web Content Accessibility Guidelines (WCAG) 2.0 AA standard.
 - It provides trend data on improvements or regressions and assists with root cause analysis.
- axe Expert: Browser extension that provides fast, in-browser accessibility defect results during coding, allowing immediate remediation.

DLA's public website, www.dla.mil, has been undergoing redesign with accessibility as a requirement for content, going page by page through the site starting in October 2021. Even though the required annual page reviews in prior years included criteria dedicated to Section 508 accessibility, the opportunity to have a temporary dedicated team examine content revealed more improperly formatted content than expected. Only a few sections remain before redesign is completed and all pages would have been reviewed for accessibility.

The redesign team addresses the following specific areas when adapting content, but also looks out for any other related accessibility issues:

DLA's public website, www.dla.mil, has been undergoing redesign with accessibility as a requirement for content, going page by page through the site starting in October 2021. Even though the required annual page reviews in prior years included criteria dedicated to Section 508 accessibility, the opportunity to have a temporary dedicated team examine content revealed more improperly formatted content than expected. Only a few sections remain before redesign is completed and all pages would have been reviewed for accessibility.

The redesign team addresses the following specific areas when adapting content, but also looks out for any other related accessibility issues:

- Use of and logical progression of headers on pages to subdivide content, from H1-H4.
- Ensuring tables are not being used for layout purposes, table data is organized properly and logically, and row/column headers are used.
- Images have alt text.
- Images of text are replaced with actual text, or a text equivalent is provided.
- Color is not the sole indicator of emphasis or action within text.
- Favoring open-captioned videos when given the choice of video content to embed Major accomplishments include:
 - Redesigned hundreds of previously inaccessible tables to formats that are both more accessible, easier to read and navigate.
 - Developed code to clean up system-generated images associated with our news and biographies that weren't displaying alt text.
 - Created text-based equivalents of dozens of promotional brochures.

The largest challenge will be when the sitewide redesign is complete and individual content managers begin creating and editing new content. Risks are mitigated by specifically citing what made previous content inaccessible, providing updated standards that further enforce accessibility, and continuing to provide training resources to support accessible best practices.

Training:

The DLA Enterprise IT Accessibility Team uses various platforms to increase knowledge of accessibility through the DLA enterprise, to include the following:

- Four real-time interactive accessibility webinars.
- Providing 300 (up from 150) licenses to developers giving access to Deque University, an on-line accessibility learning platform;
- Provide training courses in DLA's Learning Management System (LMS)
 - 18 self-paced accessibility training courses;
 - Nine recorded interactive accessibility webinars;
- Maintaining an intranet site with best practice accessibility information;
- Publishing best-practice articles on the DLA intranet site on various accessibility topics; and
- Maintaining 14 issue-focused knowledge-based articles (KBAs) and more when the need arises.

C. Reasonable Accommodation Program

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

In FY22, a total of 743 (389 in FY21, 589 in FY20) of RA requests were made and 89% (96% in FY21, 91% in FY20) of those completed were timely and 1 (1 in FY21, 8 in FY20) remained open to the following FY.

On average during FY22, the Reasonable Accommodation (RA) process took 20 workdays (12 in FY21, 20 in FY20) to approve or deny a request for an RA, and 26 workdays (27 in FY21, 34 in FY20) from the initial request to provide the RA.

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

DLA has Instructions and detailed procedures for the Reasonable Accommodation Process that outline the process and the roles and responsibilities for all stakeholders within the process.

During FY22, DLA processed 89% (96% in FY21, 88% in FY20) of RA requests within 45 workdays, just below the 90% goal. This decrease in timeliness was in part due to the increase in the types of requests that were submitted during this timeframe (remote work, fulltime telework, telework for three or more days a week and reassignment).

DLA provides interim accommodations while requestors are waiting for their final RA decision. This allows employees to continue to work while waiting on the RA process.

DLA employees are required to attend an on-line RA training course designed to provide awareness of matters affecting persons with disabilities in the workplace and DLA's reasonable accommodation application process. All employees are required to renew this training every two years and supervisors/managers are required to take it annually.

DLA will continue to hold the quarterly Enterprise-wide Disability Program, Special Emphasis Program & Affirmative Employment Program Roundtable meeting that is a forum for on-the-spot training, sharing best practices and trends, discussing accommodation issues, and implementing solutions.

D. Personal Assistance Services (PAS) 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 PAS to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

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

PAS information is available at <https://www.dla.mil/EEO/Offers/PersonalAssistanceServices/> about "Requesting a Personal Assistance Services" which explains the rights and procedures of the PAS process. The new DPM is working to update the DLA SOP 1440.01-01, RA for Individuals with Disabilities, which will include the PAS information.

One request was received in the past, but after further clarification and vetting with the Office of General Counsel, it was determined that the employee did not qualify, and the individual was provided a reasonable accommodation instead. To date the EEO offices have not yet received any PAS requests, but they are ready to provide PAS once requested.

Section VI: EEO Complaint and Findings Data

A. EEO Complaint data involving Harassment

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

No. The percentages were lower than the Government-wide average for formal complaints of harassment cases at 21.98%.

DLA average for FY22: 462 PART IV, Part 2

Mental: 8 of 127 formal complaints = 6.29%

Physical: 7 of 127 formal complaints = 5.51%

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?

In FY22, a total of 7 settlement agreements were entered. There were no findings of discrimination alleging harassment based on disability.

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.

None.

B. EEO Complaint Data involving Reasonable Accommodation

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

No. The percentages were lower than the Government-wide average - Failure to Accommodate at 14.03%.

DLA average for FY22: 462 PART IV, Part 2

Mental: 1 of 127 formal complaints = 0.78%

Physical: 6 of 127 formal complaints = 4.72%

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?

In FY22, there were zero findings of discrimination, and four settlement agreements were entered.

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.

FY22: N/A.

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 Persons with Disabilities (PWDs) and Persons with Targeted Disabilities (PWTDs)? **Yes**
2. Has the agency established a plan to correct the barrier(s) involving PWDs and/or PWTDs? **Yes**
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.

Barrier 1

Trigger 1	1) Glass ceiling for PWTDs above the GS-12 level. 2) 3.78% of the permanent workforce has reported a targeted disability, but 3.13% of the employees who voluntarily separated from DLA had reported a targeted disability.
Barrier(s)	DLA policy documents are not accessible to all employees. DLAs (DLA Instructions), DLA Regulations (DLARs), DLA Manuals (DLAMs), and DLA SOPs (Standard Operating Procedures) do not pass the Adobe Acrobat accessibility checker.
Objective(s)	Ensure all DLA policy documents are accessible to all employees, consistent with the Rehabilitation act.

Responsible Official(s)

Name and Title	Performance Standards Address the Plan? (Yes or No)
Aleeta Coleman, Director, DLA Transformation (DT)	No
HQs D-Staff, J-Codes and MSC Issuing Authorities	No
Sabrina DeWalt, Chief Policy Management & Oversight (DT)	No
Dennis King, Chief Strategy Plans & Governance Division (DT-SPG)	No
Michael Dingle, DLA Issuances Program Manager (DT-PMO)	Yes
Dana Norton, Enterprise Organizational Alignment Program Manager (DT-SPG)	Yes
Randy Davis, DLA Forms Program Manager (DT-PMO)	Yes
Jodi Beard, DLA Agreements Program Manager (DT PMO)	Yes
T.A. DeLaney, Director Enterprise Business Standards Office (J67B)	No

Name and Title	Performance Standards Address the Plan? (Yes or No)
Kathryn Hammer-Wells, Division Chief (J72)	Yes
Anne Burleigh, Business Process Analyst (J72)	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
12/01/2018	Identify all DLAI, DLARs, DLAMs, Directive-type Memoranda (DTMs) and DLA SOPs which do not meet the Website Content Accessibility Guidelines (WCAG) 2.0 guidelines, consistent with 29 USC §794d (DT)	Yes		11/9/2018
12/01/2018	Identify all DLA General Order memorandums and missions and functions which do not meet the WCAG 2.0 guidelines, consistent with 29 USC §794d. (DT)	Yes		11/9/2018
12/31/2018	Alter DLAI 7750.07, Forms Management Program, to address 508 compliance requirements, ensuring all forms created/revised meet the WCAG 2.0 guidelines. (DT)	Yes		2/4/2019
02/28/2019	Alter the DLAI, DLAR, DLAM, DTM and DLA SOP templates to meet the WCAG 2.0 guidelines, consistent with 29 USC §794d (DT)	Yes		1/30/2019
02/28/2019	Alter DLA Issuance procedures (DLAI 5025.01, DLAM 5025.01, DLAI 5025.13) to address 508 compliance requirements, ensuring all policy and procedure documents signed by DT, D-Staff, J-Codes, or MSC Issuing Authorities meet the WCAG 2.0 guidelines. Issuances must state: <ul style="list-style-type: none"> 1) All policy and procedure documents created/revised will be 508 compliant. 2) HQs D-Staff, J-Codes and MSCs will be responsible for making their existing policy and procedure documents 508 compliant. 3) DT created a standard issuance with Section 508 compatible template for use to document policies and procedures throughout the agency. 4) DT provided the guidance, tools, and training to the OPR policy managers and procedural writers for oversight requirements for 508 compliancy. OPR must establish decentralized operation to ensure their local issuances are complying. 	Yes		2/4/2019

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	DT will monitor and report on progress of compliance action plans to leadership on a quarterly basis. (DT)			
02/28/2019	<p>Ensure Enterprise Organizational Alignment procedures (DLAI 5010.05) address 508 compliance requirements, ensuring the General Order memorandums, and missions and functions documents signed by the DLA Vice Director meet the WCAG 2.0 guidelines. Issuance must state:</p> <p><u>Current:</u></p> <ol style="list-style-type: none"> 1) General Order memorandums and missions and functions are 508 compliant beginning in 2020. 1) DT is responsible for ensuring that General Order memorandums and missions and functions documents are compliant. 2) HQs D-Staff, J-Codes and MSCs and MSCs must provide compliant memorandums and missions and functions. <p><u>Historical (year 2020 and after):</u></p> <ol style="list-style-type: none"> 1) Historical (non-current) General Order memorandums signed by the DLA DV and the missions and functions dated 2020 and after must be 508 compliant. 2) HQs D-Staff, J-Codes and MSCs must provide DT compliance memorandums and missions and functions. 	Yes		2/4/2019
02/28/2019	<p>Alter DLAI 4000.19, Agreements Program, to address 508 compliance requirements, ensuring all documents signed by the agency's senior designee meet the WCAG 2.0 guidelines. Issuance must state:</p> <ol style="list-style-type: none"> 1) All agreements created or revised will be 508 compliant. 2) HQs J and D codes and MSCs will be responsible for making supporting documentation 508 compliant. <p>Organizational Support Agreements Managers will ensure their organization agreements and supporting documentation meet WCAG 2.0 guidelines. (DT)</p>	Yes		01/09/2019
06/30/2019	Ensure the General Order memorandums and missions and functions signed by the DLA Vice Director meet the WCAG 2.0 guidelines. (DT)	Yes		6/21/2019
06/30/2019	Address 508 compliance requirements in planned revision of DLAI 5105.02, Annual Operating Plan, to ensure HQs D-	Yes		6/12/2019

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	Staff, J-Codes and MSC's Dynamic Operating Plans meet the WCAG 2.0 guidelines. (DT)			
06/01/2019	Alter Defense Logistics Management System documents to meet the WCAG 2.0 guidelines, consistent with 29 USC §794d. (J67B)	Yes		9/5/2019
6/30/2019	HQs D-Staff, J-Codes and MSCs provide compliance action plans to DT for: <ul style="list-style-type: none"> 1) Policy and procedures. 2) General Order memorandums and Missions and Functions. Historical (non-current) General Order memorandums and missions and functions dating back to 2020. (DT)	Yes		12/20/2019
12/31/2019	Conduct a forms survey on active MSC-level forms for continued use, revision, and re-designating to DLA-level forms, or cancellation. (DT)	Yes		1/10/2020
04/30/2020	Supervisors add relevant planned activities to the performance standards of their non-supervisory Responsible Officials. (All)	Yes	12/31/2022	1/10/2020
4/31/2020	Alter DLA Acquisition Directive template to meet the WCAG 2.0 guidelines, consistent with 29 USC §794d (J72)	Yes	12/31/2022	6/25/2020
12/31/2020	Conduct a forms survey on active DLA-level forms for continued use, revision, or cancellation. (DT)	Yes	12/31/2023	
06/30/2021	HQs D-Staff, J-Codes and MSCs must provide all altered policy and procedure documents to DT using the 3-year Issuance life cycle from 2019-2021. (All)	Yes	12/31/2023	
09/30/2021	Using the normal 3-year Issuance life cycle, replace all inaccessible policy and procedure documents with documents that meet the WCAG 2.0 guidelines. (DT)	Yes	12/31/2023	
09/30/2021	Replace currently inaccessible General Orders memorandums and mission and function documents dating back to 2020 with altered documents that meet the WCAG 2.0 guidelines. (DT)	Yes	12/31/2023	
09/30/2021	Replace historically inaccessible General Orders memorandums and missions and functions dating back to	Yes	12/31/2023	

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	2020 with altered documents that meet the WCAG 2.0 guidelines. (DT)			

Report of Accomplishments

Fiscal Year	Accomplishments
FY18	The barrier and its root causes were identified. The templates that the MSCs, J-codes, and D-codes are using to draft policies do not meet the WCAG 2.0 guidelines. No administrative control existed to ensure that the final document meets WCAG 2.0 guidelines.
FY19	The D&I committee met repeatedly to discuss the barrier and how DLA should remove any aspects of policy and procedural barriers. Most of the planned activities for FY19 were accomplished, as documented above.
FY20	Almost all the planned activities in Part VII were completed; User Support systems were readily made available to provide configurations, troubleshooting and Assistive Technology support throughout the Enterprise.
FY21	Continue to evaluate new releases of Assistive Technology software and provide to DLA users as appropriate; Implemented Section 508 procedures for MSCs; and increased Section 508 training on technology standards; and DLA won the SECDEF award for Accessible Communication and Technology in October 2021.
FY22	Worked with 508 Program Management team to continue to evaluate accessibility on all posted documents on both intra and external websites; The DLA Enterprise IT Accessibility Team uses various platforms to increase knowledge of Section 508 accessibility through the DLA enterprise.
FY23	Planned activities on all aspects of accessibility will continue in FY23 and it will be further supported once the Diversity, Equity, Inclusion and Accessibility (DEIA) committee becomes established.

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

During FY21, DLA completed almost all the planned activities in Part VII of the FY20 report, four target dates for the four of the activities were readjusted and had to be re-targeted to FY21 due to reduced EEO staffing. In FY22, planned activities continued and delays are not anticipated for FY23.

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

DLA's upgraded policy templates allow for new policy documents to be accessible. Current policy documents will become accessible as they are reviewed during the normal policy review cycle.

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.

DLA has made significant progress in making policy documents accessible, so the plan does not currently need improvement. DO remains in close collaboration with the DLA Section 508 office and continues to monitor newer developments to ensure full compliance.

Appendix 1 – Glossary

The following definitions apply to this report:

Applicant: A person who applies for employment.

Applicant Flow Data: Formerly 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 gender, race, or ethnic background or for an individual (or individuals) based on disability status.

Blocked Pipeline: A blocked pipeline occurs when people who are in upwardly mobile occupations fail to reach the senior grade levels within those occupations.

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 256. For all other purposes, the definition contained in 29 CFR § 1630.2 applies.

Civilian Labor Force (CLF): Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work. The EEOC recently updated the CLF with a tabulated (2014-2018) American Community Survey as of January 3, 2022.

Relevant Civilian Labor Force (RCLF): A specific group in the workforce by individual Job Series.

Employees: Members of our permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.

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

Glass Ceiling: A glass ceiling exists when a EEO group cannot reach the executive level of leadership in an organization, despite their presence in positions that comprise the feeder pool for executive positions.

Glass Wall: When individuals in an EEO group cannot obtain employment in our MCOs.

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.

Mission Critical Occupations (MCO): Agency occupational series without which the agency cannot fulfill its mission. These occupations also tend to be the most heavily populated relative to other occupations within the agency and typically follow a career path to senior leadership positions. For barrier analysis in FY18 and FY19, DO is using the 29 series that reach the GS-15 and SES level.

Persons without Disabilities: Defined by EEOC to be the sum of people who reported that they did not have a disability and people who reported that they had a disability, but that the disability was not listed on Standard Form 256.

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 afforded to similarly situated individuals without a disability. For a more complete definition, see 29 CFR § 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).

Race or National Origin (RNO): Used to identify an applicant or employee disclosing their definition of color and/or ethnicity.

Targeted Disabilities: Disabilities that the Federal Government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are:

- | | | | |
|-----------------------------|----------------------------------|------------------------------------|-------------------------------|
| 1) Developmental disability | 4) Blindness | 7) Partial or complete paralysis | 10) Intellectual disability |
| 2) Traumatic brain injury | 5) Missing extremities | 8) Significant mobility impairment | 11) Dwarfism |
| 3) Deafness | 6) Partial or complete paralysis | 9) Conclusive disorders | 12) Significant disfigurement |

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

Appendix 2 – Organizational Chart

WHO'S WHO IN DLA



VADM MICHELLE C. SKUBIC, USN
DIRECTOR



BRAD B. BUNN
VICE DIRECTOR



CSM TOMEKA N. O'NEAL, USA
SENIOR ENLISTED LEADER



W. ERIC SMITH
CHIEF OF STAFF



BG ERIC P. SHIRLEY, USA
COMMANDER
DLA TROOP SUPPORT



BRIG GEN SEAN TYLER, USAF
COMMANDER
DLA AVIATION



BG GAIL E. ATKINS, USA
COMMANDER
DLA LAND AND MARITIME



BRIG GEN JIMMY R. CANLAS, USAF
COMMANDER
DLA ENERGY



RADM GRAFTON D. CHASE JR., USN
COMMANDER
DLA DISTRIBUTION



MICHAEL O. CANNON
DIRECTOR
DLA DISPOSITION SERVICES



SHARYN SAUNDERS
DIRECTOR
HUMAN RESOURCES
(J1)



RADM JOSEPH D. NOBLE, USN
DIRECTOR
LOGISTICS OPERATIONS
(J3)



KARYN RUNSTROM
ACTING DIRECTOR
INFORMATION OPERATIONS
(J8)



MATTHEW R. BEEBE
DIRECTOR
ACQUISITION
(J7)



JOHN ARTHUR (ART) HAGLER
DIRECTOR
FINANCE
(J8)



MG TRIPP BOWLES
DIRECTOR
JOINT RESERVE FORCE
(J9)



CAPT PATRICK BLAKE, USN
COMMANDER
DLA INDO-PACIFIC



COL GERARD ACOSTA, USA
COMMANDER
DLA CENTCOM & SOCOM



COL FAITH CHAMBERLAIN, USA
COMMANDER
DLA EUROPE & AFRICA



RUTH M. VETTER
DIRECTOR
GENERAL COUNSEL
(DG)



WILLIAM A. RIGBY
DIRECTOR
OFFICE OF THE INSPECTOR
GENERAL
(OIG)



DWIGHT D. DENEAL
DIRECTOR
SMALL BUSINESS PROGRAMS
(DB)



DONALD PHILLIPS
DIRECTOR
INSTALLATION MANAGEMENT
(DM)



CH (COL) THOMAS A. BROOKS, USA
COMMAND CHAPLAIN
(DH)



STEPHANIE SAMERGEADES
DIRECTOR
INTELLIGENCE
(DI)



JOHN K. MULLER
DIRECTOR
LEGISLATIVE AFFAIRS
(DL)



JOSEPH YOSWA
DIRECTOR
PUBLIC AFFAIRS
(DP)



JANICE SAMUEL
DIRECTOR
EQUAL EMPLOYMENT
OPPORTUNITY
(DO)



ALEETA D. COLEMAN
DIRECTOR
TRANSFORMATION
(DT)

Appendix 3 – Policy Statements

Policy Statement on Equal Employment Opportunity



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

January 13, 2022

MEMORANDUM FOR DEFENSE LOGISTICS AGENCY EMPLOYEES

SUBJECT: Policy Statement on Equal Employment Opportunity

Equality of opportunity for our workforce is one of the Defense Logistics Agency's (DLA's) unwavering endeavors. Equality, diversity, and inclusion for everyone are not just principles; they are integral components to accomplish DLA's mission and strategic goals. Workplace discrimination, including harassment, of any kind directed towards an individual, or group of individuals who are singled out and treated differently because of their race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (over 40), disability, and genetic information is prohibited. Retaliation against individuals engaged in protected Equal Employment Opportunity (EEO) activity, such as participating in the EEO complaint process or opposing discriminatory practices or actions, is also prohibited.

DLA is committed to ensuring a workplace free from unlawful discrimination, harassment, and retaliation. Supervisors and employees will adhere to EEO policies and regulations, and refrain from engaging in acts of discrimination. Employees that observe acts of discrimination must report such matters to the appropriate officials. Supervisors who observe acts of discrimination, to include acts of harassment, must address such matters promptly, to include discipline and provide remedies for individuals harmed.

Employees who believe they have been subjected to workplace discrimination because of their protected activity should immediately raise their concerns with their chain of command or contact their servicing EEO office within 45 calendar days from the date of the alleged discriminatory act. When such matters are raised, supervisors and employees will make a good faith effort to reach agreeable solutions.

As DLA continues to achieve new levels of performance, accountability, and customer satisfaction, it is vital that all employees have a role in eradicating workplace discrimination, be a beacon of dignity and mutual respect, and embrace equal opportunity and inclusiveness for everyone. For more EEO information, please visit the DLA EEO website at www.dla.mil/EEO.


M.C. SKUBIC
Vice Admiral, SC, USN
Director