

**DEFENSE LOGISTICS AGENCY**  
**DLA LAND AND MARITIME**  
**AMERICA'S COMBAT LOGISTICS SUPPORT AGENCY**  
Office of Equal Employment Opportunity and Diversity  
FY16 Federal Agency Annual Program Status Report  
Management Directive (MD) 715



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<b>EEOC FORM 715-01 PART A - D</b>		<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>For period covering October 1, 2015 to September 30, 2016.</b>			
<b>PART A</b> Department or Agency Identifying Information	<b>1. Agency</b>		<b>1. Department Logistics Agency</b>
	1.a. 2 <sup>nd</sup> level reporting component		Defense Supply Center Columbus Primary Level Field Activities
	1.b. 3 <sup>rd</sup> level reporting component		
	1.c. 4 <sup>th</sup> level reporting component		
	2. Address		DLA Land and Maritime – Office of EEO & Diversity, BLDG 20, C149N, 401 N. Yearling Road
	3. City, State, Zip Code		Columbus, OH 43218-3990
	4. CPDF Code	5. FIPS code(s)	4. DD07
<b>PART B</b> Total Employment	1. Enter total number of permanent full-time and part-time employees		1. 2,513
	2. Enter total number of temporary employees		2. 4
	3. Enter total number employees paid from non-appropriated funds		3. *
	<b>4. TOTAL EMPLOYMENT [add lines B 1 through 3]</b>		4. 2,517
<b>PART C</b> Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		M. C. SKUBIC, RDML, SC, USN, Commander
	2. Agency Head Designee		James M McClaugherty, Deputy Commander, SES
	3. Principal EEO Director/Official Official Title/series/grade		Charles E Palmer, [REDACTED]
	4. Title VII Affirmative EEO Program Official		[REDACTED] Affirmative Employment / Diversity Division
	5. Section 501 Affirmative Action Program Official		Paul Allen Gambrell, [REDACTED]
	6. Complaint Processing Program Manager		Sherri R Lewis, [REDACTED], [REDACTED]
	7. Other Responsible EEO Staff		Frances R Quinones, [REDACTED] [REDACTED]
			Sheri L Kelley, [REDACTED] [REDACTED]
			Liza Tom, [REDACTED], [REDACTED]

\* Data regarding Defense Logistics Agency (DLA) workforce paid from non-appropriated funds (NAF) is not available through the DLA Workforce Analysis Tool (DWAT) database, and therefore, the number of employees paid from NAF identified under Part B, Total Employment (X) is not reflected in the total workforce number used to prepare DLA workforce data tables. Total DLA workforce number relating to this reporting is X, which serves as the foundation for all data calculations in this report.

EEOC FORM 715-01 PART A - D	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
<b>PART D</b> List of Subordinate Components Covered in This Report	<b>Subordinate Component and Location (City/State)</b>		<b>CPDF and FIPS codes</b>
	Dwan Buford, [REDACTED] [REDACTED]		
	Michael K McCoy [REDACTED] [REDACTED]		
	Penny T Copp, [REDACTED]		
	LaMetra N Dulaney, [REDACTED], [REDACTED]		
	Ephraim A Ungar, [REDACTED] [REDACTED]		
	Dawn L Dozier, [REDACTED], [REDACTED]		
	Robert S III Jordan, [REDACTED]		

Executive Summary [PART E], includes:		Optional Annual Self-Assessment Checklist Against Essential Elements [PART G]	X
• Brief paragraph describing the Agency's mission and mission-related functions	X	EEO Plan To Attain the Essential Elements of a Model EEO Program [PART H] for each programmatic essential element requiring improvement	X
• Summary of results of Agency's annual self-assessment against MD-715 "Essential Elements"	X	EEO Plan To Eliminate Identified Barriers [PART I] for each identified barrier	X
• Summary of Analysis of Work Force Profiles including net change analysis and comparison to RCLF	X	Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities (IwTD) for agencies with 1,000 or more employees [PART J]	X
• Summary of EEO Plan objectives planned to eliminate identified barriers or correct program deficiencies	X	Copies of relevant EEO Policy Statement(s) and/or excerpts from revisions made to EEO Policy Statements	X
• Summary of EEO Plan action items implemented or accomplished	X	Copy of data from 462 Report as necessary to support action items related to Complaint Processing Program deficiencies, Alternative Dispute Resolution (ADR) effectiveness, or other compliance issues.	X
Statement of Establishment of Continuing Equal Employment Opportunity Programs [PART F]	X	Organizational Chart	X

<b>EEOC FORM 715-01 PART E</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
Defense Logistics Agency	For period covering October 1, 2015 to September 30, 2016.	
<b>EXECUTIVE SUMMARY</b>		
<p>Navy Rear Admiral Michelle Skubic assumed command of DLA Land and Maritime, Columbus, Ohio, October 31, 2016, after coming from U.S. Pacific Fleet where she served as Director, Logistics, Fleet Supply and Ordnance.</p> <p>“Our horizon should not be just about today or tomorrow,” Skubic said “rather it must be about enduring sustainment of (our) military strength. RDML Skubic’s core values of “Hard work, Respect, and Integrity” foster opportunities for equal employment.</p> <p>DLA Land and Maritime is one of six primary-level field activities within DLA and is one of the largest suppliers of weapon systems spare parts that support land and maritime weapon systems. DLA Land and Maritime’s core functions include purchasing materiel, monitoring inventory levels, maintaining technical data, and assuring quality conformance of almost 2 million spare and repair parts. On an annual basis, Land and Maritime awards more than 800,000 contracts and handles more than 7.5 million orders with sales topping \$3.1 billion.</p> <p>DLA Land and Maritime has more than 2,500 associates in 37 locations around the world. These locations include DLA Land and Maritime-Columbus, DLA Maritime-Mechanicsburg, DLA Maritime-Norfolk, DLA Maritime-Puget Sound, DLA Maritime-Pearl Harbor, DLA Maritime – Portsmouth, DLA Land-Aberdeen and DLA Land-Warren. Land and Maritime also has associates forward-located with Army, Navy, and Marine Corps customers throughout the states and in-theater; extending its footprint to ensure end-to-end supply chain management.</p> <p style="text-align: center;"><b><u>The DLA Land and Maritime Way</u></b></p> <p>We provide Warfighter Logistics Excellence through Accountability, Teamwork, Urgency, Agility, and Innovation built upon a Commitment to Integrity, Diversity and Mutual Trust and Respect.</p> <p><b>MISSION:</b> DLA Land and Maritime’s mission is to provide worldwide logistical support to our customers, and the Military Services. We directly support Navy Surface and Subsurface, Army, and Marine Corps customers through dedicated customer relations while working with numerous suppliers to fulfill requirements for assigned stock classes across the DoD. Furthermore, we provide logistical services directly to Navy shipyards and Army/USMC Industrial sites.</p> <p><b>VISION:</b> Deliver the right solution on time, every time.</p> <p><b>VALUES:</b> Integrity, Resiliency, Diversity, Innovation, Accountability, and Excellence.</p> <p>The successful accomplishment of this mission requires a well-trained, diverse workforce and a professional culture that supports high expectations. This is depicted by our organizational values shown below:</p> <p><u>Performance/Warfighter Support:</u> Deliver agile and responsive logistics solutions to our warfighter</p> <p><u>Transformation/Stewardship Excellence:</u> Manage DLA processes and resources to deliver effective warfighter support at optimal cost</p> <p><u>Culture/Workforce Development:</u> Foster a diverse workforce and supporting culture to deliver sustained mission excellence</p>		
Executive Summary		

### EEO & Diversity Organizational Structure and Operation Overview

**Strategic Focus Areas:** In Fiscal Year FY15, the DLA Director signed out the new Strategic Plan for 2015-2022 identifying the following five strategic focus areas:

#### Business Plan Five Goals:

- Goal 1: Warfighter First: "Make promises and keep them" - Deliver innovative and responsive solutions to Warfighters first, DoD components, and our other valued customers.
- Goal 2: People and Culture: "Valued team members; resilient and ready for the challenge" - Hire, develop, and retain a high-performing, valued, resilient, and accountable workforce that delivers sustained mission excellence.
- Goal 3: Strategic Engagement: "Better outcomes through teamwork" - Engage industry and other partners in the delivery of effective and affordable solutions.
- Goal 4: Financial Stewardship: "Affordable solutions and continued accountability" - Deliver effective and affordable solutions.
- Goal 5: Process Excellence: "Always improving; finding smarter ways to do things" - Achieve Enterprise process excellence.

**Initiatives:** Ongoing and new initiatives supporting the near and long-term strategic progress in these focus areas arrayed by the area they most predominantly support. These initiatives collectively impact the entire Agency and require support across, and often beyond, DLA.

Each initiative has a DLA Office of Primary Responsibility (OPR). The OPRs will develop detailed Plans of Action and Milestones (POA&Ms) and identify specific desired outcomes and related progress metrics. The OPRs coordinate with DLA Offices of Collateral Responsibility (OCRs) and others external to the DLA enterprise. One of the initiatives aligned with Workforce Development addresses equal employment opportunity and diversity directly or indirectly. It will be discussed in greater detail later in this Executive Summary.

**Staying the Course:** In FY16, DLA Land and Maritime Equal Employment Opportunity (EEO) TOP mission priority areas of focus were: Leverage our Diversity through strong Equal Employment Opportunity (EEO) Special Emphasis Programs (SEP) and Inclusionary Management Behavior and Practices. Train the workforce on EEO, Diversity and Inclusion, and Reasonable Accommodation (RA) to foster a cohesive, resilient, diverse, and inclusive environment. Offer Alternative Dispute Resolution (ADR) when applicable 100% of the time to resolve employment disputes. Process formal EEO discrimination complaints on average under the 180-day statutory timeline and under 360 days when an amendment is made to the formal complaint.

#### Expected Outcomes:

- ☐ The use of targeted recruitment to increase diversity in our underrepresented categories
- ☐ Improvement in diversity participation rates in one third of the 12 HQ EEO diversity metric indicators

**Overview****Commander's 5 Point Diversity and Inclusion Plan**

- GS 15 Executive Champions for each Special Emphasis Program
- Diversity and Inclusion Critical Performance Element in all Supervisory performance plans
- Diversity and Inclusion, EEO and Reasonable Accommodation (RA) training face-to-face for all Land and Maritime associates
- Discrete Metrics measuring our representational categories against the Civilian Labor Force (CLF)
- Offer Schedule A appointments at targeted recruitment outreach events per DLA Diversity Focus Areas

These focused priorities ensured EEO is capable of providing effective and efficient EEO support services.

Our cultural activities continue to educate and celebrate our workforce in order to enhance effectiveness and reach beyond the Base's fence line to reflect the characteristics of a "Model EEO Program" by a "Model Employer".

The DLA Executive Board, representing the Agency's most senior leadership includes the Land and Maritime Commander, Deputy Commander, and Acquisition Executive. They meet monthly to oversee DLA business performance and guide implementation of the initiatives in the DLA Director's Guidance. The Executive Board monitors status regularly to assess progress and remove obstacles to achieve our objectives.

## Essential Element A: Demonstrated Commitment by Agency Leadership

### Organizational achievements included but were not limited to:

- The DLA Land and Maritime (L&M) Commander issued the annual policy statements. The Commander communicated with the workforce through weekly public address announcements, electronic and print media to raise EEO awareness.
- The DLA L&M Command played an active role in all Equal Employment Opportunity (EEO) Special Emphasis Programs (SEPs) events enhancing cultural competence at the Defense Supply Center Columbus Installation, including recruitment and community outreach efforts. In keeping with our commitment to diversity we celebrated ten installation-wide SEPs highlighting the mission and contributions made by under-represented groups within the workforce. The Commander's 5 Point Diversity and Inclusion Plan include: GS-15 Champions for each SEPs; Diversity and Inclusion Critical Performance Element in all Supervisory performance plans; Diversity and Inclusion, EEO and Reasonable Accommodations (RA) training face-to-face for all Land and Maritime associates; Discrete Metrics measuring our representational categories against the Civilian Labor Force (CLF) and offer Schedule A appointments at targeted recruitment outreach events per DLA Diversity Focus Areas.
- The DLA L&M Deputy Commander and EEO Director met bi-weekly to assess the progress of the EEO Program against the 6 Essential Elements for establishing a model EEO Program. Please see Essential Element D Proactive Prevention FY16 Accomplishments Highlights.
- Monthly leadership calls were conducted allowing the EEO Office an opportunity for promoting cultural events and training management regarding their EEO responsibilities.
- The EEO Director engaged the budget process to ensure sufficient funds were programmed to sustain EEO programs across Land and Maritime and to provide seamless service to our detachment work sites, (i.e., reasonable accommodations, ADR, complaint processing, EEO training, and work site reviews)
- EEO, under DLA EEO Operations Order 13-04 and Command direction, developed a 5 Year Plan to align EEO staff and expanding mission requirements with adequate staff levels to support detachment locations and other DLA Enterprise servicing requirements to sustain effective and efficient EEO support.
- The DLA L&M Commander and EEO Individuals with Disability Program (IWDP) supports and encourages individuals with disabilities to participate in the DLA L&M Mentoring program, Leadership Development Association, and attend disability-themed training conferences to develop skills and knowledge to position themselves for competitive opportunities.
- GS 15 Executive Champions are identified and paired to all the SEPs.
- The 2016 DLA Land and Maritime award recipients:

#### **DLA Land and Maritime EEO Carter G. Woodson (CGW) Award:**

CGW Federal Community Award: Ms. Pamela R. Baker, Contract Specialist, DLA Land and Maritime  
CGW Community Award: Mr. William T. McDaniel, Jazz Studies Professor and Area Head Ohio State University

#### **DLA Land and Maritime EEO Woman of the Year (WOY) Award:**

Woman of the Year: Ms. Toye Thomas, Internal Review Evaluator, DLA Land and Maritime.  
Military Woman of the Year: Army Capt. Miracle Lopez Garcia, Price Pending Team Supervisor Land Dir.



1st Runner Up: Ms. Megan Rodino, Chief, Strategic Sourcing Branch, DLA Land and Maritime

2nd Runner Up: Ms. Pamela R. Baker, Contract Specialist, DLA Land and Maritime

**DLA Land and Maritime EEO Asian Pacific American Shoong Yin Excellence Award:**

Mr. Yong W Lee, Civil Engineer, DLA Installation Support Columbus, Installation Management Division,  
(Columbus, Ohio)

**Columbus Ohio Federal Executive Association Awardees (FEA):**

DLA Land and Maritime Supervisor Outstanding Equal Employment Opportunity Award: Ms. Jeannine Taylor

DLA Land and Maritime Employee Outstanding Equal Employment Opportunity Award: Ms. Pamela Baker

DLA Land and Maritime Cooperative Interagency Recognition: EEO Special Emphasis Program Federal  
Women's Committee

**DOD Office of Diversity Management & Equal Opportunity (ODMEO) Awards:**

National IMAGE Military Uniformed Services and Civilian Meritorious Service Award:

CPT Miracle Lopez Garcia, Team Supervisor, Defense Logistics Agency DLA L&M

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

- During FY16, the DLA Strategy Review Group, which included EEO participation, developed the Strategic Plan for 2015-2022. "People and Culture" is one of five pillars for DLA in the Director's Guidance to develop the workforce. The focus is to "Hire, develop, and retain a high-performing, valued, resilient, and accountable workforce that delivers sustained mission excellence.
- The Commander, Deputy Commander, and Senior Leadership Council is informed of DLA Strategic Initiatives related to EEO during bi-weekly Command staff meetings with progress updates communicated to the DLA Director in weekly EEO staff notes.
- Command staff notes communicate the DLA Director's Strategic Focus task areas for EEO under People and Culture (workforce development). Initiatives are capture and measured in Essential Elements A, B, and D of this report. EEO Annual Operating Plan reviews metrics developed from the Agency Strategic objectives.
- The Equal Employment Opportunity Director serves as an advisor on our Executive Training Committee and on the Land and Maritime Senior Leadership Council, which focuses on the DLA Director's and Land and Maritime Commander's Strategic focus areas.
- Multiple associates participated in various Affinity Groups National Trainings. These training sessions fall in line with the FY16 Directors Goal of People and Culture: Hire, develop, and retain a high-performing, valued, resilient, and accountable workforce that delivers sustained mission excellence. Some of the trainings included: The 87th League of United Latin American Citizens (LULAC) Convention & Exposition, 2 associates from the Hispanic Employment Program attended; the 46th National Training Program (NTP), 2 associates from the Federal Women's Program attended; and the Blacks in Government, Inc. (BIG) 38th Annual National Training Institute (NTI), 2 associates from the African American Employment Program attended.

These associates served as the face of the DLA field activities and were exposed to various Federal Training Institutes (FTIs). Examples of courses attended: "The ABCs of Success", "Improving your Managerial Effectiveness", "Building Trust, Credibility, and Respect", and "Getting and Giving Feedback". Other training topics included, "The difference between an EEO Complaint and a Grievance", "Dealing with Difficult Co-workers", "EEO Update (MD-715 and Complaints)", "Strategic Recruitment Planning", "Leadership Competencies", "Effective Communication", "Mapping Your Career", and "Promoting Workplace Respect, Diversity and Inclusion". In addition to informative and worthwhile training sessions, there was the opportunity to meet and network with Federal employees from across the country, and from myriad agencies. Networking with individuals from different agencies, provided a broadened understanding of how Federal agencies work together; as well the similarities and differences in workplace practices and culture.

- DLA Land and Maritime EEO & Diversity SEP groups met with our Diversity & Affirmative Employment Division to establish action plans to accomplish the Commanders 5-point diversity plan and leverage our diversity through mentoring, workforce development, and inclusion. In addition, cultural expression events and activities were used to enhance our workforce's cultural competency.

- **Developing Leaders Academy:** The Developing Leaders Academy is the first leadership training and coaching program for aspiring leaders sponsored by the DLA L&M Office of EEO & Diversity. The Academy is a deliverable from the L&M EEO Supervisor Diversity Enhancement Lean Six Sigma (LSS) Black Belt Project, led by Mr. Eric L. Evans, L&M Value Engineering Support Branch. The Executive Champions for this program are Mr. James McClaugherty, Deputy Commander, DLA Land and Maritime and Mr. Charles Palmer, EEO Director. The L&M EEO LSS Project focused on increasing women, and individuals with disabilities less than expected participation rates in supervision.

Developing Leaders Academy participants learned skills, knowledge, and techniques that will enable them to assume leadership roles and make their contributions visible, valued, and rewarded. The course curriculum was designed to provide a unique, hands-on learning experience and was taught by distinguished DLA Defense Training Center instructors. The Developing Leaders Academy consisted in Phase I and Phase II. The Phase I curriculum consists of courses titled: Is Supervision for You; DLA Action Officers; and Everyone is a Leader. Phase II curriculum consists of courses titled: Understanding and Managing Conflict; Ready, Set, Interview (Behavior Based Interviewing for Associates); Situational Leadership; and Effective Writing Techniques in DLA. The last group of classes were held 18-22 July, 2016. 20 associates graduated in FY16.

- DLA Land and Maritime has a mentoring culture with formal mentoring programs at all organization levels.

The DLA Land and Maritime Professional Self-Development **Mentoring Program Level I** targets all wage grade and general salary employees below the GS/WG 9 level. The mentoring program is open to all DLA tenants. This is an informal, situational mentoring program that allows mentees to develop their training plan, select their mentors, the number of mentors, and determine the length of the relationship(s). The right help at the right time, for a specific purpose that allows flexibility. The Program Manager is Dr. Alessia Payne, Chief, Culture Division, People and Culture Directorate, DLA Land and Maritime.

The DLA Land and Maritime Professional Self-Development **Mentoring Program Level II** for grades GS 9-12. Leaders requires a one-year commitment. This program provides the tools to enhance associates professional and personal skills, as well as, provides networking opportunities to help build relationships within the DLA Land and Maritime organization. During the program, monthly sessions are offered on various soft skill topics. The mentees must complete at least 7 monthly sessions to graduate from the program. The Program Manager is Amy Brumfield, DLA Training for Workforce Development Office.

The DLA Land and Maritime Professional **Mentoring Program Level III- Advanced for Leaders:** GS 13 & 14s is a Competitive, 2 year commitment, targeting Leadership Competency Development and a Mentoring Action Plan (MAP). The Program Manager is Ms. Amy Brumfield, DLA Training for Workforce Development Office.

## Essential Element C: Management and Program Accountability

### Workforce Analyses:

DLA Columbus workforce tables are developed by the DLA Workforce Analysis Tool commonly called DWAT. The development of DWAT has been on-going since Fiscal Year (FY) 2006 and issues concerning the data have also been ongoing. DWAT data has been updated to include the 2010 Census data as a reference. Changes in the personnel systems have created many challenges, but the errors in workforce numbers and participation rates are kept to an acceptable range of tolerance.

### Barrier #1- Retention of Women and Increasing Women's Participation Rates in High-level Positions

#### A. Statistical Data:

- Table A1 – CLF and Columbus & Detachments (C/DET) Participation Rates for Women by Race and National Origin:  
The FY16 participation rate for women showed a negligible increase as compared to their FY15 rate. The overall change was an increase of 0.09% points. The FY16 participation rate for women is below the CLF of 48.16% by 6.03% points.
- Tables A4 – B4 GS High Level or Top Positions by Focus Groups (GS 15-SES): Women:  
Women include all women in the workforce. The number of women in GS High-level or top positions decreased by 1 position from FY15 to FY16 for a change of 20%. Women representation in GS High-level or top positions as a percentage decreased from 27.78% in FY15 to 23.53% in FY16. This is due to the increase in positions from FY15 to FY16 and the decrease of their representation from FY15 to FY16.
- Table A8 – A14 – B8 – B14\ Focus Groups' FY15/16 Voluntary Separations and New Hires:  
The women's group includes all women. In FY16, 68 women voluntarily left DLA employment compared to 59 in FY15. There were 9 less women who left DLA employment in FY16 than in FY15. The representation of new hired women increased from 41.53% to 44.11% of new hires in FY16.
- TABLES A13 AND B13 -EMPLOYEE RECOGNITION AND AWARDS:  
Asian women did not receive any time-off awards during this period. The award distribution appears to resemble the participation rates with the exception of Asian women.

Number of Quality Step Increases (QSI) and Participation Rates: There were no QSI's awarded to Hispanic Women. Of the QSI's awarded White Men received 56.36% and White Women 34.55%

**B. Barrier Removal:**

- The EEO is currently working on POAM actions regarding Recruitment, Retention, and Workforce Devolvment to increase and sustain women's participation rates in high level positions.
- The EEO Federal Women's Program (FWP) is researching additional information on how to recruit, hire, and retain women in high level positions.
- The EEO FWP plans on having a FY17 Developing Leaders Academy.

**Barrier #2- Recruitment, Retention, and Development of the Hispanic Workforce**

**A. Statistical Data:**

- Table A1 - Civilian Labor Force (CLF) and DLA Columbus & Detachment (C/DET) Participation Rates by Race and National Origin:  
The Hispanic group continues to be below the CLF, their participation rate is still significantly below the CLF by 4.49% points.
- Table A1 - CLF and Columbus & Detachments (C/DET) Participation Rates for Women by Race and National Origin: Hispanic women's FY16 participation rate of 1.47% showed a negligible increase from FY15's rate of 1.46%. They are still significantly below the CLF rate of 4.79% by 3.32% points.
- Tables A4 – B4 GS Mid-Level Positions by Focus Groups (GS 13-14):  
Hispanics (men and women) continue to demonstrate low participation rates within the workforce in GS Mid-level positions. Positions held by Hispanics (4) remained the same from FY15 to FY16 in GS Mid-level positions.
- Tables A4 – B4 GS High Level or Top Positions by Focus Groups (GS 15-SES):  
There were no Hispanic employees (men or women) in GS High-level or top positions in FY15 or FY16.
- Focus Groups by Sex in Wage Grades A5 – B5:  
In FY16, there were no Hispanics in WG, WL, or WS positions.
- Table A6 – DLA Land and Maritime's MCOs Participation Rates and CLF:  
Hispanics continue less than expected representation in the MCO job series, failing to meet the CLF in 10 out of the 11 listed job fields. Hispanics are significantly underrepresented in the 1101, 1102, 1105, 1910, and 2001 job fields.

- Number of Cash Awards and Participation Rates:  
Black Men\Women and Hispanic Men/Women cash award distribution was below their DLA Land and Maritime's participation distribution.
- Number of Quality Step Increases (QSI) and Participation Rates:  
There were no QSIs awarded to Hispanic Men and Women.

**B. Barrier Removal:**

- Explore the use of various information gathering tools to identify reasons why Hispanic employees decide to seek and obtain employment with other Federal government agencies, or private industry, or leave the Agency for other reasons.
- Identify the professional development needs of Hispanics in order to improve their knowledge of DLA, increase their skill level, and thus, make them a better asset for the Agency.
- Educate and provide information to assist Hispanic applicants access the Defense Logistics Agency (DLA) Pathways to Career Excellence (PaCE) Program; conduct outreach and recruitment activities to increase participation rates.
- Identify diverse resources to establish partnerships with institutions of higher education and professional organizations to enhance the recruitment of Hispanics for positions at all employment levels within DLA Land and Maritime.
- Conduct a feasibility study to determine the possibility of conducting an Agency-wide professional development workshop designed to improve the participation rates of Hispanics in all employment areas.
- Continue Flash Mentoring Events & Professional Enhancements Seminars to obtain Employee feedback on what actions to take to improve retention rates.

**Barrier #3- Increasing the Individuals with Targeted Disabilities Participation Rate at all levels with emphasis in High-level Positions**

**A. Statistical Data:**

- Tables A4 – B4 GS Mid-Level Positions by Focus Groups (GS 13-14):  
IwTD continue to demonstrate low participation rates within the workforce in GS Mid-level positions. Positions held by IwTD employees increased by 1 from 1 in FY15 to 2 in FY16
- Tables A4 – B4 GS High Level or Top Positions by Focus Groups (GS 15-SES):  
There were no employees with targeted disabilities (men or women) in GS High-level or top positions in FY15 or FY16.

- Table A6 – DLA Land and Maritime’s Top Mission Critical Occupations (MCO) By Participation Rates and CLF:  
The highest participation rates for lwTDs were in the 260 job field at 18.18%. lwTD participation rates in MCOs remain below the DLA Land and Maritime’s participation rate goal of 2% in all of the job categories listed with the exception of 260 and 2001. lwTDs currently represent 1.71% of the DLA C/DET workforce with 43 employees.

#### **B. Barrier Removal:**

- Land and Maritime employed three students thru the Workforce Recruitment Program (WRP) in Fiscal Year FY16. Two of the WRP students were converted to government employees.
- Refine recruitment plans to target veterans with disabilities and WRP students who have DLA MCO knowledge and skills for permanent positions and the Defense Logistics Agency (DLA) Pathways to Career Excellence (PaCE) Program.
- Increase the applicant and candidate pool of lwTDs for the DLA Defense Logistics Agency (DLA) Pathways to Career Excellence (PaCE) Program and PACER’s PaCER’s selecting officials’ awareness of DLA Land and Maritime’s 2% goal.
- Publicity and training regarding special hiring authorities and DLA Land and Maritime’s reasonable accommodation procedures will be finalized and institutionalized throughout the Agency using electronic media as well as tradition publicity and classroom training.
- Identify recognition and awards for selecting officials who increase their workforce’s lwTD participation rate to 2% in High-level Positions.

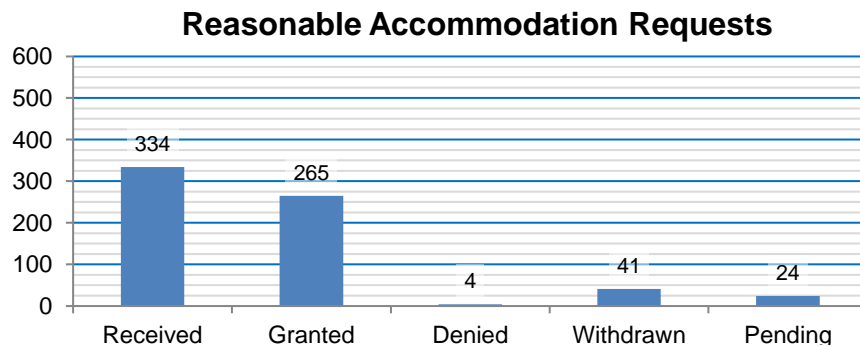
#### **Overall Plan to Remove Barriers:**

- Human Resources will encourage the workforce to accurately self-identify their Disability, Race and Sex through their quarterly newsletter.
- The EEO Office in collaboration with Office of Counsel, Personnel Team, and the DLA Human Resources Labor Management Team meet weekly to assess and identified current and potential barriers that impact equal opportunity.
- The L&M EEO Director and Division Chiefs brief the Deputy Commander bi-weekly on the overall state of EEO & Diversity in our organization. Command conducts monthly in process reviews of all planned EEO & Diversity programs.
- DLA Land and Maritime Office of Equal Employment Opportunity (EEO) and Special Emphasis Programs (SEP) will review our recruitment strategies, the behavioral based interview process, selection panel process, succession planning methodology, selections for training/career development opportunities; examine DLA management and personnel policies, procedures, and practices for possible impediments to equal opportunity to recommend avenues to increase the participation rates of Women, Hispanics and People with Disabilities at entry, mid, and high levels in DLA through collaborative efforts focused on recruitment, development, and retention.

Organizational achievements included but were not limited to:

**EEO Communication with Supervisors and Managers regarding matters in their areas of Responsibility:**

- The PWDP disseminated PaCE and Job Opportunity Announcement information to Ohio Rehabilitation Services, College, and University Disability Programs; provided career counseling guidance to Opportunities for Ohioans with Disabilities, employees and applicants with Targeted Disabilities (TD) regarding the federal hiring process.
- On November 9, 2015 a brief was provided to 58 Opportunities for Ohioans with Disabilities counselors. The brief touched on the federal hiring process, USA Jobs, Schedule A, and preparing a resume to apply for federal positions.
- Colleges and University Disability Programs, State Rehabilitation Service, and Veteran Services contacts are notified of Job Opportunity Announcements as well as PaCE openings and instructed on how to navigate the application process.
- Four Workforce Recruitment Program (WRP) students were hired during FY16. Two of the four were converted to DLA employees.
- Schedule A was utilized to insource 6 individuals with targeted disabilities into the DLA workforce.
- DLA Land and Maritime received 334 requests for reasonable accommodations in FY16.





**Essential Element D: Proactive Prevention of Unlawful Discrimination**

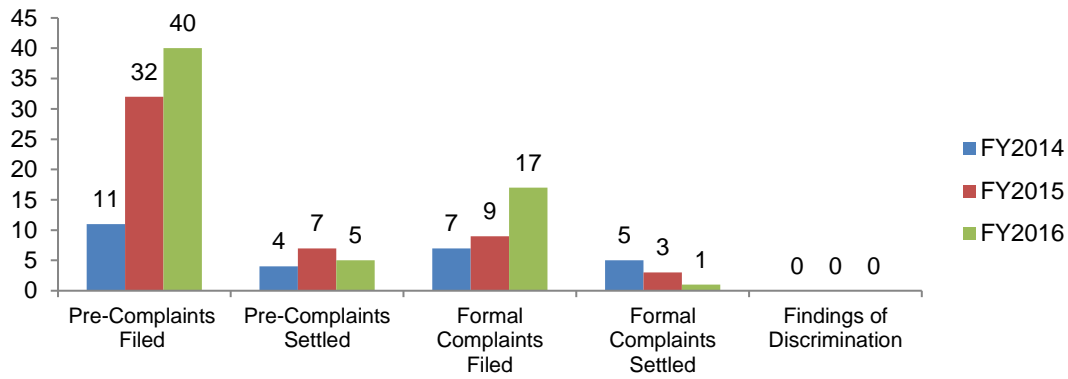
- On October 14, 2015, the L&M EEO Hispanic Employment Program (HEP) hosted two events in honor of National Hispanic Heritage Month (NHHM). The first, which was an event open to the public, featured guest speaker Lilleana Cavanaugh, Executive Director for the Ohio Commission on Hispanic/Latino Affairs. The second, "We Are DLA," was a recruiting event encouraging students and professionals to consider careers with DLA and DSCC. They also conducted bilingual tutoring and parent teacher support to Broadleigh Elementary School.
- On November 18, 2015, the Family, Morale, Welfare and Recreation (FMWR) program, along with the EEO's Veteran Emphasis Program (VEP) hosted two events for veterans in the Columbus area. The first was a seminar on PTSD and PTSD treatment, featuring guest speakers Dr. Heather Axell, Director of the Trauma Recovery Division of the Chalmers P. Wylie Ambulatory Care Center, and Susan Schubert, Director of the Columbus chapter of Pets for Vets. The event was followed by an informational fair assisting veterans obtain ID cards, healthcare, and a number of other subjects.
- On November 20, 2015, the EEO Native American Program (NAP) hosted an event to honor American Indian history and culture. There was a music and dance performance by the Grass Dancers, followed by a talk by guest speaker Ms. Marti Chaatsmith, assistant director of the Newark Earthworks Center at the Ohio State University.
- The EEO Staff and Special Emphasis Program (SEP) Chairs and Coordinators have been serving on DLA PaCE program interview panels. Interviews were ongoing into the month of December 2015.
- On January 20, 2016, the EEO African American Employment Program (AAEP) celebrated Martin Luther King Day with dance, musical, and spoken-word performances. Guest speaker Emmanuel Olawale, a lawyer in Central Ohio, shared Dr. King's impact on his own journey as an immigrant from Nigeria to a successful practicing attorney in the United States. Mr. Olawale recounted his experiences as a new American and how being "black" in America is a vastly different experience from being "black" in Nigeria, the latter of which is not even a distinction in the African nation. He also described how he worked his way through several jobs to get through undergraduate and law school to become a lawyer demonstrating his life as an example that the American Dream is still alive and not just a fantasy. The "Poetic Oratorical" from Ms. Anita Jones, a rendition of "Take Me to the King" by the Defense Federal Community Choir, and a dance routine of "The Heart That Forgives" by the Genesis Dance Troupe were all outstanding.
- The AAEP Committee has continued to actively reach out to new hires, to include interns and veterans, that have relocated to the areas surrounding the DSCC installation. This includes information that eases the transition as well as assistance acclimating to the organization. AAEP has actively been informing the community through outreach of openings that come available in the DLA Corporate Intern program and assisting potential interns with the application process.
- The AAEP Committee members have also supported the local community through 1) working the A Plus Arts Academy to provide them with dinner, socks, gloves, scarfs, hats, gifts and a variety show; 2) Donating Books to the Columbus Africentric School to help build their library; 3) Donating diapers to the National Council of Negro Women, Inc.'s diaper drive for the agency "Moms2B"; 4) volunteering to work with Love You Neighbor non-profit organization that helps provide and serve meals at one of the local missions; 5) Working to help stop Human Trafficking by volunteering with Save Our Adolescent from Prostitution (SOAP) by labeling soap and hand sanitizer with the

Human Trafficking phone numbers, as well as going out to local hotels to check for signs of trafficking, to pass out soap and hand sanitizer to be put in the rooms, asking hotel staff if they know what to look for or have they seen any cases of trafficking at their hotel, and to leave them with literature and photos of missing young girls suspected of being trafficked.

- Members also participated in the 33rd United Negro College Fund (UNCF) walk for education to raise funds for scholarships for students to attend HBCUs.
- AAEP is working on finalizing a mentorship with the Columbus Africentric School to provide tutoring to the students starting in January of the 2016-17 school year.
- On February 24, 2016, the EEO AAP invited Charles Tennant, Sr. as the guest speaker in honor of Black History Month. Tennant gave a speech based around the program's theme "Hallowed Grounds—Sites of African American Memory," speaking about some lesser known highlights in African American history, especially contributions to American history and culture, while also making links to African American music and to fun facts such as the Sahara desert's comparable size to the United States. Later, the Carter G. Woodson awards were presented to a civilian and a military recipient.
- On March 21, 2016 as part of National Women's History Month (NWHM), the EEO Federal Women's Program (FWP) hosted a National Women's Leadership Summit. The Honorable La Doris Harris, Director, Office of Economic Impact and Diversity U.S. Department of Energy was our keynote speaker. An awards luncheon was followed by several panels and workshops, including, "Are you a Leader?" conducted by Cornell Lewis, executive director of Expanding Visions Foundation (EVF); and "You're Built to Compete... You just didn't know it," by Rose Marilyn Handon, CEO and President of Empowerment Network Circle. There was also a workshop for GS-12's and above on "How to Become a Senior Executive Service (SES)." This workshop focused on three major topics: 1) Why the SES? 2) What does it take to be an SES? and 3) How do I become competitive for the SES? It was conducted by Elizabeth B. Kolmstetter, Ph.D., Chief Human Capital Officer (CHCO) at the U.S. Agency for International Development (USAID). In excess of 40 employees from the defense federal community participated in this workshop. As part of her presentation, Ms. Kolmstetter emphasized that leadership is not a destination, but a journey, and one must develop oneself.
- On April 20, 2016, the EEO European American Special Emphasis Program (EAP) hosted John Koenigsburg, a Holocaust survivor to tell his Holocaust experience as we remembered the Holocaust. A Message of the Day (MOTD) with historical information from the United States Holocaust Memorial Museum ([www.ushmm.org](http://www.ushmm.org)) was posted in addition to the Defense Equal Opportunity Management Institute (DEOMI) brief. The EEO European American Special Emphasis Program (EA-SEP) Chair and Coordinator keep working on revamping their program; therefore, recruitment efforts are being done to increase committee members. Some of the ideas discussed were "Ask former military who served in Europe (pictures / display)", "Gather info from local historical society (Hocking County / WWI pictures)", and discuss current European issues/conflicts/changes.
- On May 23, 2016 in honor of Asian American Pacific Islander (AAPI) Month, EEO AAPI held a celebration. There were several dance and music performances, and guest speaker Nancy Pyon, Executive Director of International Entrepreneur Ohio. The Shoong Yin Award was given out to an associate recognizing their community service to improve the quality of life for Asian Pacific/ Islander Americans, youth and the community in general.

Defense Logistics Agency	FY2016
<ul style="list-style-type: none"> <li>The AAPI members provided job shadowing on the procurement process. One on one interview training was also provided to AAPI members to enhance their selection opportunity. This training included how to respond to Behavior Based Interview questions and update resumes to reflect the applicants' credentials.</li> </ul> <p>AAPI members were active participants in the DLA Land and Maritime Level I and II Mentoring programs. "Senior" level APA members also provide "junior" AAPI members with mentoring and guidance on career progression.</p> <ul style="list-style-type: none"> <li>On June 22, 2016 the DLA Land and Maritime &amp; the Defense Finance Accounting Service held the DSCC Installation EEO Lesbian, Gay, Bisexual &amp; Transgender Pride Month "Program. Guest speaker was Dr. Eva George, Associate Professor and a Guided Independent Studies (IS) and Honors Research mentor (HR) in the History Department &amp; Cultural Studies Program at Capital University Columbus, Ohio.</li> <li>On August 3, 2016 DLA L&amp;M and DFAS Equal Employment Opportunity hosted the "Culture" portion of the 2016 DSCC Installation People &amp; Culture (P&amp;C) events for all DSCC associates. The P&amp;C Event opened at 1100 between Buildings 20 &amp; 21 with opening comments provided by the Honorable Mayor Kim Maggard, Mr. Milton Lewis, and Ms. Pamela Franceschi. EEO SEP Displays, Passport, and cultural food samples took place in Bldgs. 20 and 21 to educate the workforce regarding the various ethnic and cultural groups that make up the wonderful community of the DSCC Installation. The Cultural Talent Showcase held in the Bldg. 11 Auditorium highlighted the talent of the DSCC Installation workforce as performers shared music, history, and poetry from their cultural perspectives.</li> <li>On August 17, 2016 the 2016 DSCC Installation Women's Equality Day recognition program was held with a panel discussion on pertinent equality topics. The event took place in the Bldg. 11 auditorium. Ms. Bryttani Barker, BA, MPA, Anti-Human Trafficking Coordinator, The Salvation Army Central Ohio, Mr. Ernest Evans, Site Lead, Midwest Region Defense Acquisition University, Col Michael Tannehill, USAF, Director, People and Culture Directorate, Ms. Debra Yates, DFAS Federal Women's Program Champion and Ms. Gloria J. Milliner, Human Resources Specialist, Program Manager - Performance Management DLA Training were the panelists.</li> <li>On September 15, 2016 the EEO Federal Women's Program (FWP) Mentoring Program for girls was held at Whitehall-Yearling High School (WH-YHS) based on the President White House Council of Women and Girls initiative. The committee completed its fourth year on September 15, 2016 of sponsoring and working the mentoring program with our local Whitehall-Yearling High School. This year's theme: "The Leader in Me: Great Happens Here". The DLA Land and Maritime Mentoring Program is a partnership of dedicated Federal Workers. Adult role models for students were provided. Relationships were fostered to help students become successful learners and reinforce positive attitudes towards learning and problem-solving, build self-esteem by motivating students to strive for academic success, prepare students for the future, and teach them the essential knowledge and skills needed to make successful choices. There was a total of 18 graduates of the program and 17 mentors. Classes were presented by Columbus DLA associates and special guest the Prodigal Son, after the school day. The intent of our involvement is to expose and groom high school students as potential future warfighters or civilian employees of DOD. The workshops consisted of the following topics: The Mentoring Connection/Flash Mentoring, Career Planning and Attitude Test, My Vision Board/Goal Setting 101, College Planning and Preparation, Exploring Career Options with Military, Vocational, Entrepreneur Resume Writing and Preparing a Job Application, WHO AM I? Lift Your Voice and Communicating Effectively, Managing Your Paper, Basic Money Management, Dress for Success, and Anti-Bullying and Social Media Workshop.</li> </ul>	
Executive Summary	

Defense Logistics Agency	FY2016
<ul style="list-style-type: none"> <li>On September 28, 2016 the 2016 Defense Federal Community EEO Hispanic Heritage Month Program was held. The theme for 2016 was "Embracing, Enriching and Enabling America. The guest speaker was Major Claudio Garcia-Castro, recipient of the 2016 "Orgullo Latino" Award for Military Service of Excellency. Major Garcia-Castro is the Support Operations Officer, 237th SPT BN (BSB), Ohio Army National Guard in Cleveland, Ohio.</li> </ul> <p><b>Essential Element E: Efficiency</b></p> <p>Alternative Dispute Resolution was offered 100% of the time. Ms. Gwen Hoover - Chief Council L&amp;M Office of General Council (OGC), Mr. Matt Geary- ADR Specialist L&amp;M OGC, Mr. Charles Palmer L&amp;M EEO Director, and Ms. Sherri Lewis - L&amp;M Chief, EEO Complaints, Training and Resolution Division, met weekly to discuss the road ahead for ADR collaboration and each offices responsibilities under the DLA RESOLVE (Reach Equitable Resolutions Voluntarily and Easily) mediation program</p> <p>The DLA L&amp;M office of EEO &amp; Diversity in conjunction with human resources, management, and our dynamic Special Emphasis Programs (SEP) identified current and potential employment barriers to equal employment opportunity. This collaboration is a standard practice for achieving EEO and Diversity Program objectives. The DLA L&amp;M Commander's 5-point Diversity Plan was executed with specific focus on less than expected participation rate areas of Hispanics, Women, and Individuals with Targeted Disabilities at all levels, and participation rates of Blacks in top positions.</p> <p>The EEO People with Disabilities Program (PWDP) identified and resolved barriers for individuals with disabilities by coordinating with Information Services to identify and resolve Public Law (PL) 508 compliancy issues between assistive technology applications and agency system applications; rolled up unresolved issues in a data call and elevated issues through the chain of command to move toward an enterprise solution; coordinated with Information Services and the National Industries for the Blind regarding interface issues between Zoom Text and procurement applications; contacted training providers to develop and provide materials in alternate formats for individuals with disabilities.</p>	
Executive Summary	

**Essential Element F: Responsiveness and Legal Compliance****DLA Land and Maritime EEO Complaint Trend Overview****462 Report/Pre-Complaints & Complaints Trend and Analysis FY 2016****FY 2016 Highlights:**

Service workforce: 3678 with 4 reported part-time Equal Employment Opportunity (EEO) Counselors on staff. (Total Workforce consists of Defense Logistics Agency (DLA) – Land and Maritime; Defense Human Resource Services (DHRS) – Columbus; DHRS –Department of Defense Customers; DLA Training Center staff; DLA Training Center – Pathway to Excellence Interns (PACERS); DLA Information Operations – Columbus; DLA Finance – Columbus; DLA Installation Support – Columbus; DLA Transaction Services).

- Pre-Complaints Initiated:
  - FY16 – 40
  - FY15 – 32
  - FY14 – 11
- Formal Complaints Filed:
  - FY16 – 17
  - FY15 – 9
  - FY14 – 7

**PRE-COMPLAINT SUMMARY:**

- 7 Pre-Complaint Counselings carried into FY16
- 40 Pre-Complaints initiated.
- 41 Counselings Completed
  - ADR offered in 100% of Pre-Complaint Counselings:
    - 8 (20%) offers rejected
    - 33 (80%) offers accepted:
      - 5 (12%) – Non-monetary Settlement
      - 11 (33%) – No Resolution
      - 17 (41%) – No Formal Complaint filed
      - Average Processing Time – 62 days

**FORMAL COMPLAINTS:**

- 13 carried into FY16
  - 17 new filings
  - ADR offered in 100% of Formal Complaints
- 6 formal complaints were closed during the reporting period (1 non – ADR settlement with an average processing time of 529 days) There were zero findings of discrimination.

**INVESTIGATIONS:**

- 7 Investigations completed for an average of 177 days.

**PREDOMINANT BASES AND ISSUES:****ISSUES:**

- *Promotion/Non-Selection – 8 (47%)*
- *Harassment – 7 (41%)*
- *Termination – 1 (6%)*
- *Appointment/Hire – (6%)*

**BASES:**

- *Disability – 9 (53%)*
- *Reprisal- 9 (53%)*
- *Age – 7 (41%)*
- *Race – 7 (41%)*
- *Color – 7 (41%)*

**FY17 INVENTORY OF PENDING COMPLAINTS:**

24 complaints at the end of the reporting period (5 pending accept or dismiss, 6 pending investigation, 9 at hearing stage; 4 pending Final Agency Action).

**HISTORICAL HIGHLIGHTS (FY 14 AND FY 15)****FY15 PREDOMINANT ISSUES:**

- Promotion/Non-Selection – 6 (67%)
- Harassment – 2 (22%)
- Reassignment 1 (11%)

**PREDOMINANT BASES:**

- Disability
- Reprisal
- Age
- Race

**FY14 PREDOMINANT ISSUES:**

- Promotion/Non-Selection – 3
- Awards – 1
- Disciplinary Action – 1
- Reasonable Accommodation – 1

**PREDOMINANT BASES:**

- Age
- Disability
- Reprisal
- Sex
- Color

## Workforce Composition and Summary Analysis of DLA Workforce Profiles

### I. Total DLA Land and Maritime (DLA L&M) Workforce

Minority Group	CLF	DLA L&M	Attrition Differential
Hispanic	9.96%	3.30%	Recruited 2.00%, separated 2.12%
African American / Black	12.02%	17.95%	Recruited 18.80%, separated 16.41%
Women	48.16%	42.19%	Recruited 44.10%, separated 37.04%
Persons w/ TD	-	1.71%	Individual option

Data Source: DWAT

2010 Civilian Labor Force (CLF)	All	Male	Female
White	72.36%	38.33%	34.03%
Hispanic	9.96%	5.17%	4.79%
African American	12.02%	5.49%	6.53%
Asian	3.90%	1.97%	1.93%
Two or more Races	0.54%	0.26%	0.28%
American Indian / Native	1.08%	0.55%	0.53%
Native Hawaiian / Other Pacific Islander	0.14%	0.07%	0.07%

Data Source: DWAT

In comparison, the demographic groups represented in the DLA total workforce are as follows:

FY2016 DLA L&M Total Workforce	All	Male	Female
White	73.5%	45.01%	28.49%
Hispanic	3.30%	1.83%	1.47%
African American	17.95%	8.30%	9.65%
Asian	2.42%	1.51%	0.91%
Two or more Races	1.51%	0.60%	0.91%
American Indian / Alaskan Native	0.92%	0.44%	0.48%
Native Hawaiian / Other Pacific Islander	0.40%	0.12%	0.28%

Data Source: DWAT

### Net Change Workforce Analysis

Net change is calculated by dividing the difference between the number of employees in the current and prior year by the number of employees in the prior year.

Employees	White		Hispanic		Black		Asian		American Indian/Native Alaskan		Native Hawaiian/Pacific Islander		2 or More Races	
All	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
11.57%	11.85%	9.63%	4.55%	12.12%	12.37%	14.62%	5.56%	35.29%	0.0%	20.00%	-25.00%	0.0%	25.00%	35.29%

Data Source: DWAT

## IwD

The CLF does not provide data to assess disability statistics comparable to the race, ethnicity and sex data highlighted above. The benchmark for employment of IwD is based on the Office of Personnel Management's guidance issued pursuant to Executive Order 13548 - Increasing Federal Employment of IwD.

### I. New Hires

#### New Hires by Race, National Origin and Gender (RNO/G)

		All	White		Hispanic		African American		Asian		Native Hawaiian or Other Pacific Islander		American Indian or Alaska Native		Two or More Races	
			Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Perm. Hires	#	396	169	114	2	6	33	42	10	5	2	0	1	2	4	4
	%	100%	42.68%	28.79%	0.51%	1.52%	8.33%	10.61%	2.53%	1.26%	0.51%	0.00%	0.25%	0.51%	1.01%	1.52%
DLA L&M Workforce	#	2,517	1,133	717	46	37	209	243	38	23	3	7	3	7	15	23
	%	100%	45.01%	28.49%	1.83%	1.47%	8.30%	9.65%	1.51%	0.91%	0.12%	0.28%	0.44%	0.28%	0.60%	0.91%
CLF	%		38.33%	34.03%	5.17%	4.79%	5.49%	6.53%	1.97%	1.93%	0.07%	0.07%	0.55%	0.53%	0.26%	0.28%

Data Source: DWAT

### II. DLA Workforce by Grade Level (Permanent and Temporary)

White Collar			White		African American		Hispanic		Asian	
		Total	Male	Female	Male	Female	Male	Female	Male	Female
Entry Level GS 1 – 8	#	426	129	158	34	59	3	6	13	7
	%	-	30.28%	37.09%	7.98%	13.85%	0.70%	1.41%	3.05%	1.64%
Mid-Level GS 09 – 11	#	1026	462	265	104	107	22	18	13	5
	%	-	45.03%	25.83%	10.14%	10.43%	2.14%	1.75%	1.27%	0.49%
Emerging Leaders GS 12 – 13	#	946	458	272	65	75	20	12	11	11
	%	-	48.41%	28.75%	6.87%	7.93%	2.11%	1.27%	1.16%	1.16%
Senior Level GS 14 – SES	#	74	43	21	5	2	1	1	0	0
	%	-	58.11%	28.38%	6.76%	2.70%	1.35%	1.35%	0.00%	0.00%
DLA L&M Workforce	%	-	44.17%	28.96%	8.47%	9.83%	1.86%	1.50%	1.50%	0.93%
CLF	%	-	38.33%	34.03%	5.17%	4.79%	5.49%	6.53%	1.97%	1.93%

Data Source: DWAT

White Collar	Native Hawaiian/OPI		American Indian/Alaskan		Two or more races	
	Male	Female	Male	Female	Male	Female
Entry Level GS 1 – 8	0	0	1	4	3	9
	0.00%	0.00%	0.23%	0.94%	0.70%	2.11%
Mid-Level GS 09 – 11	2	6	3	4	7	8
	0.19%	0.58%	0.29%	0.39%	0.68%	0.78%
Emerging Leaders GS 12 – 13	1	1	6	4	4	6
	0.11%	0.11%	0.63%	0.42%	0.42%	0.63%
Senior Level GS 14 – SES	0	0	0	0	1	0
	0.00%	0.00%	0.00%	0.00%	1.35%	0.00%
DLA L&M Workforce	0.12%	0.28%	0.40%	0.49%	0.61%	0.93%
CLF	0.07%	0.07%	0.55%	0.53%	0.26%	0.28%

Data Source: DWAT



## III. DLA Workforce by Grade Level (Permanent and Temporary), continued

FWG		White		African American		Hispanic		Asian		Native Hawaiian/OPI		American Indian/Alaskan		Two or more races	
Grade	Total	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
1-8	37	33	1	1	0	0	0	0	0	0	0	1	0	0	0
		89.19%	2.70%	2.70%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.70%	0.00%	0.00%	0.00%
9-11	8	8	0	0	0	0	0	0	0	1	0	0	0	0	0
		100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%
12-13	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%
14-15	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Data Source: DWAT

## I. DLA Workforce by Mission Critical Occupations

## Series

## Series Name

<b>0260</b>	Equal Employment Specialist
<b>0301</b>	Logistics Program Specialist
<b>0855</b>	Electronics Engineer
<b>1101</b>	General Business and Industry
<b>1102</b>	Contracting
<b>1105</b>	Purchasing Agent
<b>1910</b>	Quality Assurance/Product Specialist
<b>2001</b>	General Supply
<b>2003</b>	Supply Program Management
<b>2005</b>	Supply Technician
<b>2010</b>	Inventory Management

Series	DLA L&M	Hispanic %	White %	African American %	Asian %	Native Hawaiian or Other Pacific Islander %	American Indian or Alaskan Native %	2 or More / Other Races %
<b>260</b>	11	9.09%	36.36%	45.45%	0.00%	0.00%	0.00%	9.09%
<b>301</b>	343	4.37%	76.09%	15.74%	0.58%	0.29%	1.16%	1.74%
<b>855</b>	90	3.33%	74.45%	8.89%	10.00%	0.00%	2.22%	1.11%
<b>1101</b>	37	0.00%	83.78%	10.82%	2.70%	0.00%	0.00%	2.70%
<b>1102</b>	657	2.74%	72.30%	20.70%	1.82%	0.15%	1.07%	1.22%
<b>1105</b>	314	1.91%	71.66%	17.83%	4.14%	0.32%	1.27%	2.87%
<b>1910</b>	217	2.30%	84.33%	11.06%	1.38%	0.00%	0.00%	0.92%
<b>2001</b>	91	2.20%	62.64%	28.58%	3.30%	1.10%	0.00%	2.20%
<b>2003</b>	87	6.90%	73.56%	10.35%	4.60%	3.45%	1.15%	0.00%
<b>2005</b>	57	5.36%	57.14%	23.21%	5.36%	0.00%	1.79%	7.14%
<b>2010</b>	205	6.83%	61.95%	28.29%	0.98%	0.49%	0.49%	0.98%

Data Source: DWAT

**I. DLA L&M Workforce Separations (Permanent and Temporary)**

			All	White	Black	Hispanic	Asian	Native Hawaiian/OPI	American Indian/Alaskan	Two or more races
<b>Voluntary</b>	#	Male	113	79	16	2	8	2	1	5
	#	Female	68	51	14	2	0	0	0	1
	#	Total	181	130	30	4	8	2	1	6
	%	Male	62.42%	43.65%	8.84%	1.10%	4.42%	1.10%	0.55%	2.76%
	%	Female	37.56%	28.18%	7.73%	1.10%	0.00%	0.00%	0.00%	0.55%
	%	Both		71.83%	16.57%	2.20%	4.42%	1.10%	0.55%	3.31%
<b>Involuntary</b>	#	Male	6	6	0	0	0	0	0	0
	#	Female	2	1	1	0	0	0	0	0
	#	Total	8	7	1	0	0	0	0	0
	%	Male	75.00%	75.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
	%	Female	25.00%	12.50%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%
	%	Both		87.50%	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%

Data Source: DWAT

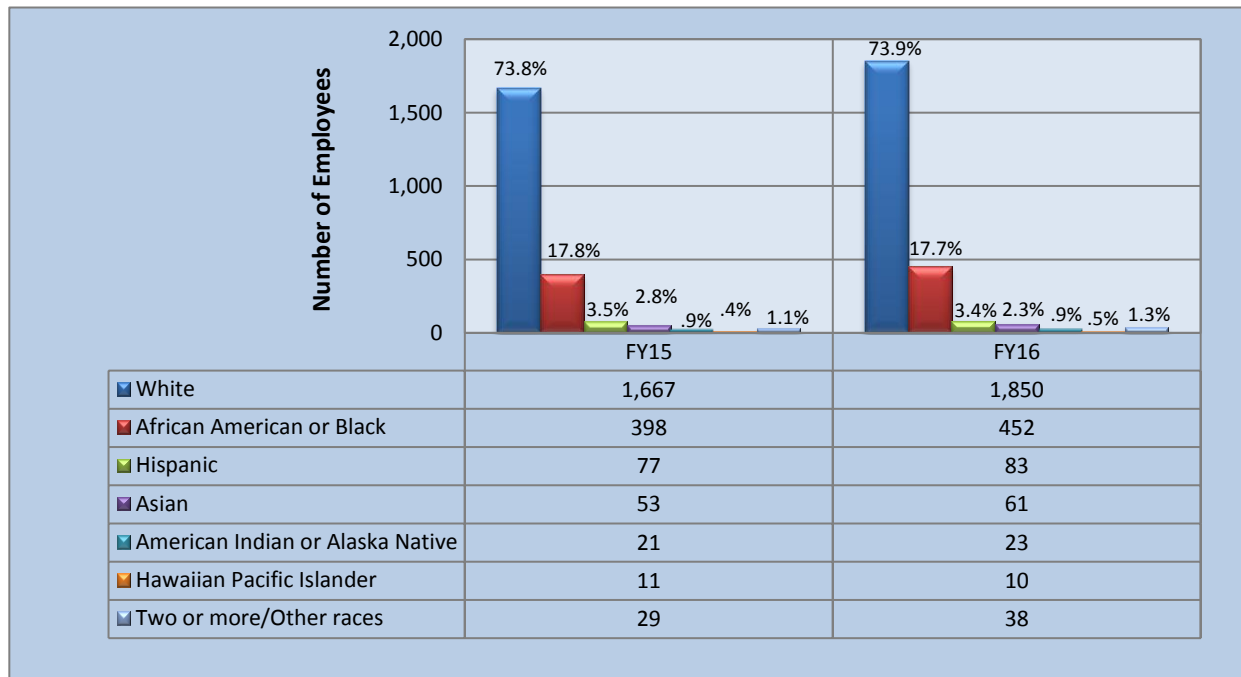
# Data Analysis and Charts

## WORKFORCE TABLES

DLA Columbus workforce tables are developed by the DLA Workforce Analysis Tool commonly called DWAT. The development of DWAT has been on-going since Fiscal Year (FY) 2006 and issues concerning the data have also been ongoing. DWAT data has been updated to include the 2010 Census data as a reference. Changes in the personnel systems have created many challenges, but the errors in workforce numbers and participation rates are kept to an acceptable range of tolerance.

The next four charts below show the total DLA Land and Maritime Columbus and Detachments workforce's representation and participation rates by race, national origin, and by sex.

**Table A1 - DLA Columbus and Detachments Workforce by Race and National Origin**

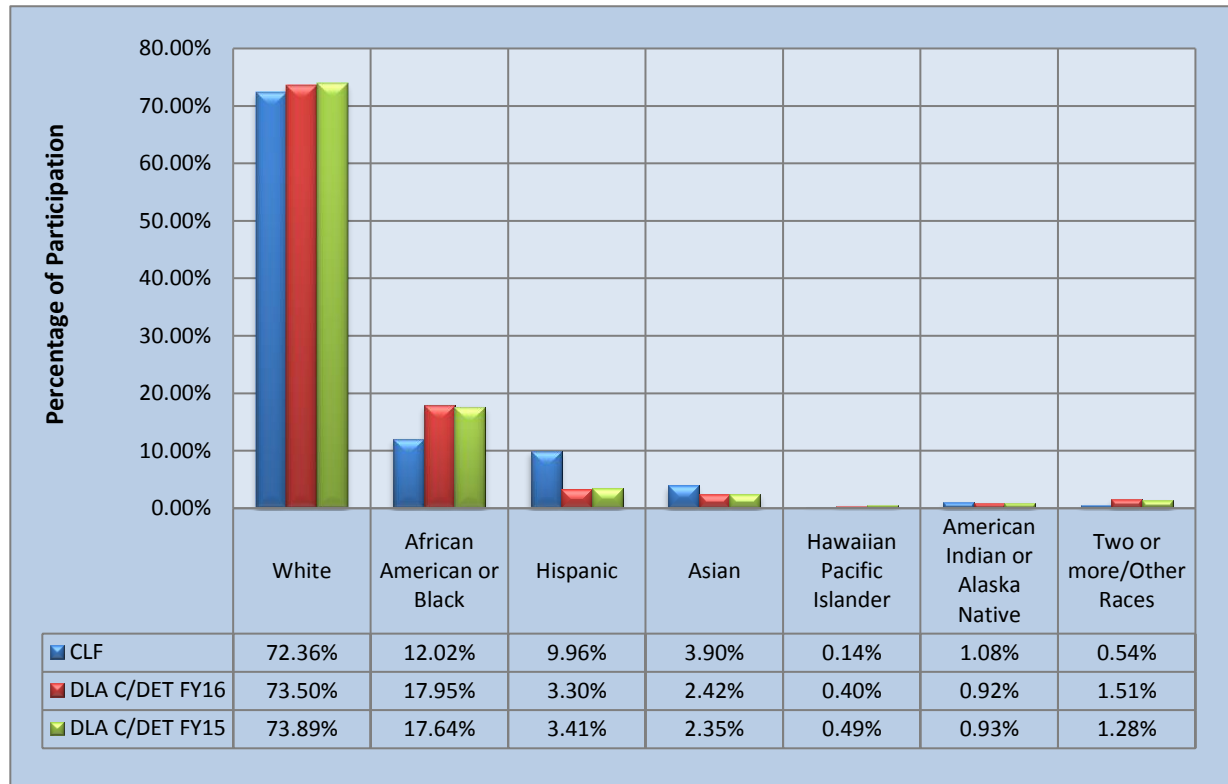


**DLA Columbus & Detachments Workforce by Race and National Origin:** The net change is a percentage that shows the difference in employment numbers from one year to the next. To obtain the net change, divide the difference in employment numbers (current year vs. prior year) by the number of employees in the prior year.

The net change for the workforce from FY15 to FY16 is 11.6%; a difference of 261 employees. The workforce increased from a total of 2256 employees in FY15 to 2517 in FY16.

The change in the workforce is attributable to employee reassignments and attrition. The workforce composition changes are done to increase efficiencies to accommodate DLA's increasing role in providing logistics support and collaborative leadership of the global supply chain for the Department of Defense (DoD). The White group, gained 183 employees (11% change). The African American or Black group, gained 54 employees (13.6% change). The Hispanic group, gained 6 employees (7.8% change). The Asian group, gained 8 employees (15.1% change). The American Indian or Alaska Native group, gained 2 employees (9.5% change). The Hawaiian Pacific Islander group, loss 1 employee (-9.1% change). The Two or more/Other group, gained 9 employees (31% change).

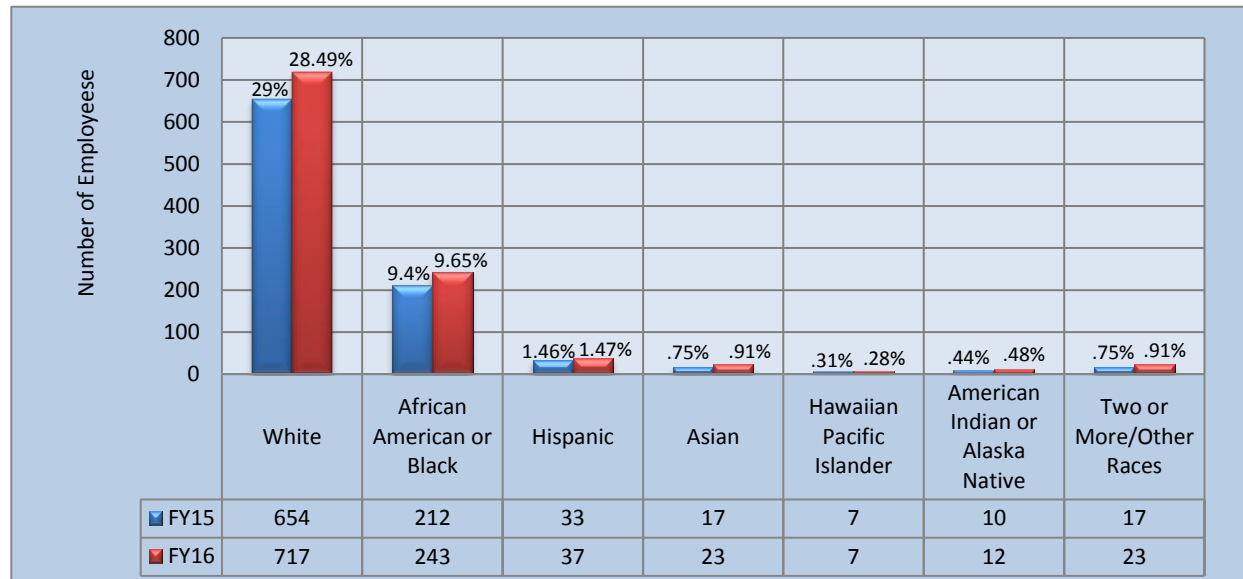
**Table A1 - Civilian Labor Force (CLF) and DLA Columbus & Detachment (C/DET) Participation Rates by Race and National Origin**



**Civilian Labor Force (CLF) and DLA Columbus and Detachments Participation Rates:** The Civilian Labor Force (CLF) represents all of the people in the United States employed in or actively seeking employment in specific occupations that are relevant to or like DLA job series. Note: The CLF is based on the 2010 United States Census data.

- The participation of the White group in FY16 workforce is above the CLF. The participation rate of White women continues to be below the CLF (28.49% as compared to 34.03%).
- The participation of the African Americans or Black group in FY16 is above the CLF. Their representation has remained relatively unchanged for the past two fiscal years.
- The Hispanic group continues to be below the CLF, their participation rate is still significantly below the CLF by 4.49% points.
- The Asian group continues to be below the CLF, their participation rate is below the CLF by 1.48% points.
- The Hawaiian Pacific Islander group participation rate decreased slightly, their participation rate is above the CLF by 0.36% points.
- The American Indian or Alaska Natives group's participation rate remained relatively steady, their participation rate below the CLF by 0.16% points.
- The Two or more/Other Races group participation rate showed an increase, with a growth of 0.23% points with representation above the CLF by 0.96% points.

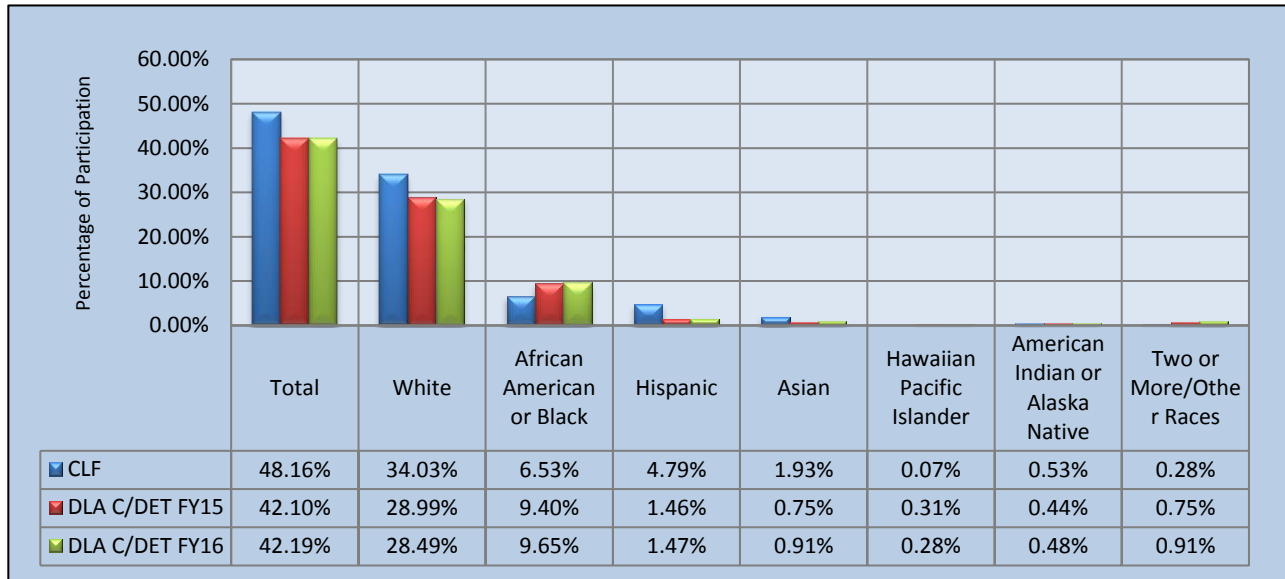
**Table A1 - DLA Columbus and Detachments Women Workforce for FY16 Compared to FY15 by Race and National Origin**



**Women in the Workforce for FY16 Compared to FY15 by Race and National Origin:** The total number of women in the DLA Land and Maritime's workforce by race and national origin increased by 112 for a change of 11.8% between FY15 and FY16. The biggest increase was in the Asian and Two or More/Other Races group with a growth of 35.3%, both groups gained 6 employees. The White women group showed the largest overall gain with a net gain of 63 employees.

The women representation as a percentage of the workforce population increased slightly from 42.11% in FY15 to 42.19% in FY16. The number of men in the workforce experienced an increase of 149 employees from 1,306 in FY15 to 1,455 in FY16. The overall representation of men in the workforce decreased slightly from FY15 which was 57.89% to the FY16 rate of 57.81%.

**Table A1 - CLF and Columbus & Detachments (C/DET) Participation Rates for Women by Race and National Origin**



**CLF and Participation Rates for Women by Race and National Origin:** The FY16 participation rate for women showed a negligible increase as compared to their FY15 rate. The overall change was an increase of 0.09% points. The FY16 participation rate for women is below the CLF of 48.16% by 6.03% points.

White women's FY16 participation rate was 28.49% and is 5.54% points below their CLF of 34.03%.

Black women's FY16 participation rate is above over their CLF. Their FY16 participation rate is 9.65% versus their CLF of 6.53%.

Hispanic women's FY16 participation rate of 1.47% showed a negligible increase from FY15's rate of 1.46%. They are still significantly below the CLF rate of 4.79% by 3.32% points.

Asian women's FY16 participation rate of 0.91% showed a slight increase from FY15's rate of 0.75% and continues to be below the CLF of 1.93%.

Hawaiian and Pacific Islander women's FY16 participation rate of 0.28% is above the CLF of 0.07%.

American Indian or Alaska Native women's FY16 participation rate of 0.48% showed a negligible increase from FY15's rate of 0.44%, but remains below the CLF of 0.53%.

Two or More/Other Races women's FY16 participation rate of 0.91% increased slightly from FY15's rate of 0.75% and is above the CLF of 0.28%.

## Diversity Focus Groups

All groups will be monitored for significant changes during FY16 and analyzed for growth opportunities, including Hawaiian or Pacific Islander and Indian Alaska Native groups.

The rest of the review of workforce tables will focus on the five groups identified by DLA Land and Maritime for increase participation rate development. The five groups are:

- White Women in entry, mid, high level positions
- African American or Blacks in high level positions
- Hispanics in entry, mid, and high level positions
- Asians in entry, mid and high level positions
- Individuals with Targeted Disabilities (IwTD)

White men will be highlighted in the following charts and used as a base line for comparison, since they represent the largest group in the workforce.

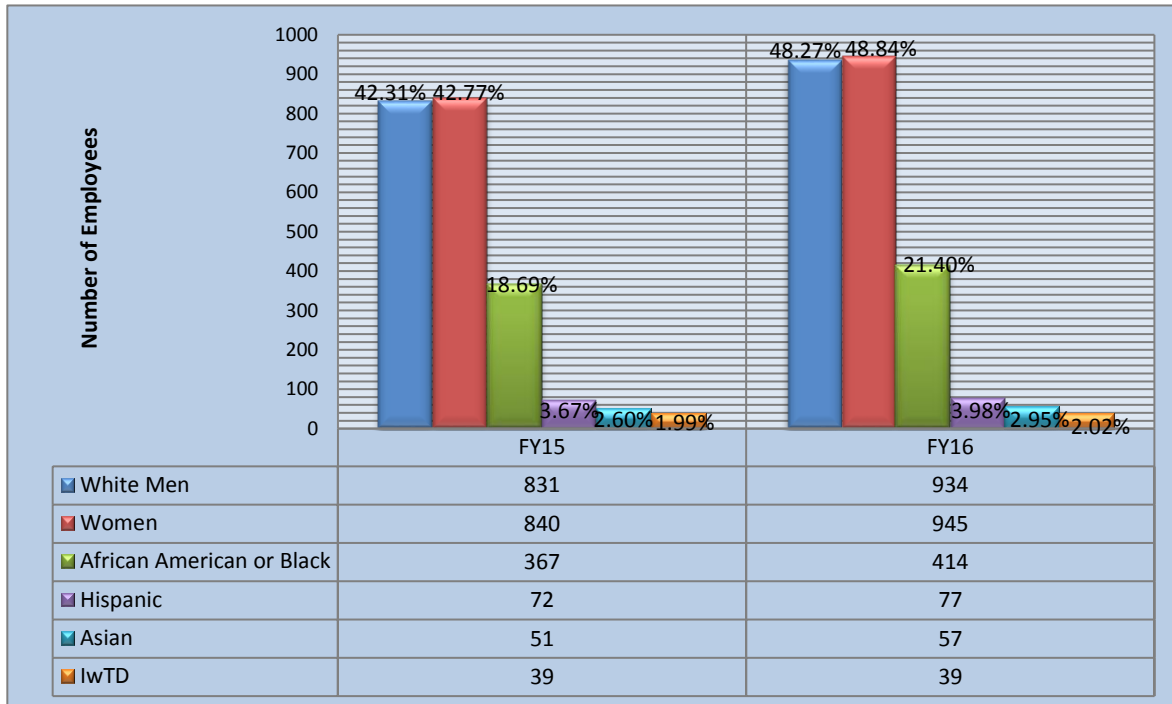
See Part I – Plans to Eliminate Identified Barriers of this Executive Summary and Part I forms for more details regarding the planned activities to identify and investigate barriers and develop plans to increase the participation rates of the focus groups.

The focus groups' workforces have been divided into entry, mid, and high level groupings that reflect positions within the workforce. Entry, mid and high level positions are defined as:

- **Entry-level Positions:** All Federal Wage System (FWS) Wage Grade (WG) employees; General Schedule (GS) grades 1–12;
- **Mid-level Positions:** All FWS Wage Leaders (WL) and Wage Supervisors (WS); GS 13-14;
- **High-level Positions:** GS-15; and Senior Executive Service (SES)



**Tables A4 – B4**  
**GS Entry-Level Positions by Focus Groups (GS 1-12)**



**White Men:** As one of the largest employee categories in the workforce, white men are used as a base line. The participation rate for White men, in GS Entry-level positions increased by 103 employees. In FY15 White men made up 42.31% of the GS Entry-level workforce and increased to 48.27% in FY16 an increase of 5.96% points. The overall GS Entry-level positions decreased from 1964 in FY15 to 1935 in FY16.

**Women:** Women include all women in the workforce. The participation rate for Women, in GS Entry-level positions increased by 105 employees in FY16. In FY15 Women made up 42.77% of the GS Entry-level workforce and increased to 48.84% in FY16 an increase of 6.07% points.

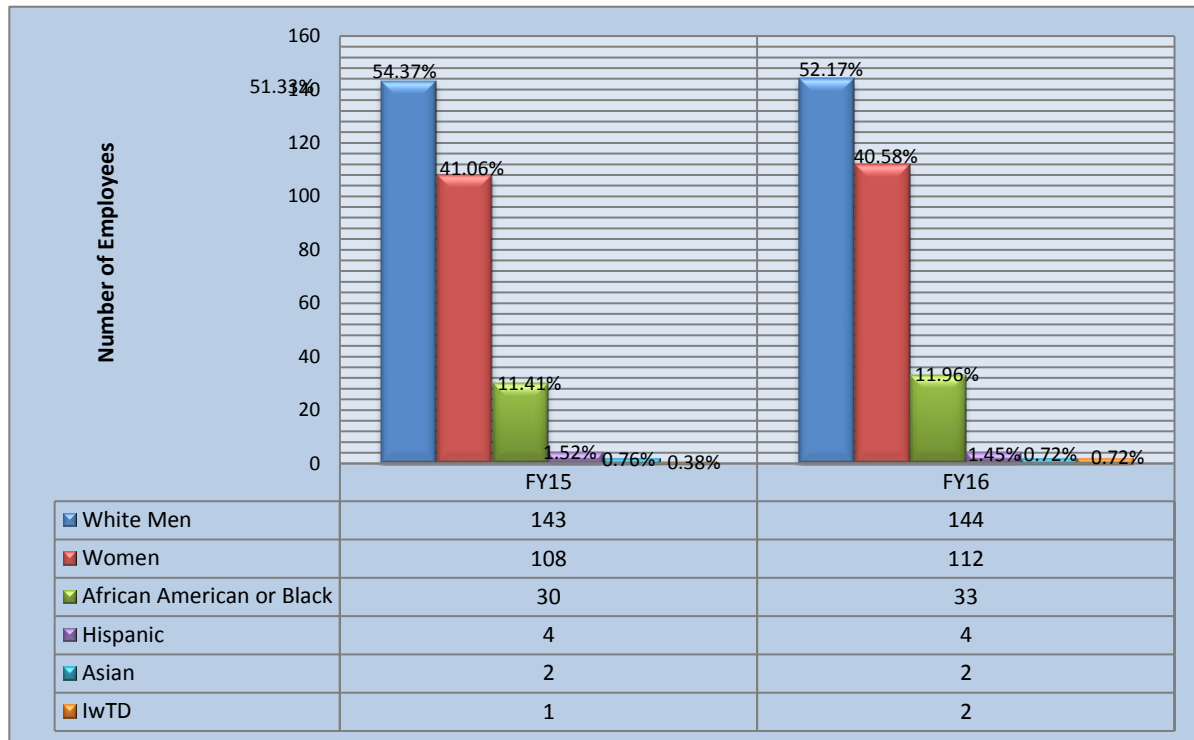
**African American or Black:** African American or Black includes both men and women in the workforce in GS Entry-level. The FY16 Black participation rate in GS Entry-level increased by 47 as compared to FY15. In FY15 Blacks made up 18.69% of the entry-level GS workforce and increased slightly to 21.40% in FY16.

**Hispanic:** There were 77 Hispanics (men and women) occupying GS Entry-level positions at the end of FY16. The FY16 Hispanics participation rate in GS Entry-level increased by 5 employees as compared to the end of FY15. In FY15 Hispanics made up 3.67% of the entry-level GS workforce and increased marginally to 3.98% in FY16.

**Asian:** There were 57 Asians (men and women) in the workforce in entry-level GS positions in FY16. This is an increase of 6 employees from FY15. In FY15 Asians made up 2.60% of the entry-level GS workforce and represented 2.95% in FY16.

**Individuals with Targeted Disabilities (lwTDs):** There were 39 lwTDs (men and women) occupying GS entry-level positions at the end of FY16. The FY16 lwTDs participation rate in entry-level GS remained the same as compared to the end of FY15. In FY15 lwTDs made up 1.99% of the entry-level GS workforce and increased to 2.02% in FY16.

**Tables A4 – B4**  
**GS Mid-Level Positions by Focus Groups (GS 13-14)**



**White Men:** As one of the largest employee categories in the workforce, white men are used as a base line. The participation rate for White men in GS Mid-level positions increased by 1 positions. The percentage of White men representation in GS Mid-level positions decreased from 54.37% in FY15 to 52.17% in FY16. The total number of GS Mid-level positions increased from 263 in FY15 to 276 in FY16.

**Women:** Women include all women in the workforce. The GS Mid-level Women workforce increased by 4 positions in FY16 compared to FY15. The percentage of Women representation in GS Mid-Level positions showed a decreased from 41.06% in FY15 to 40.58% in FY16.

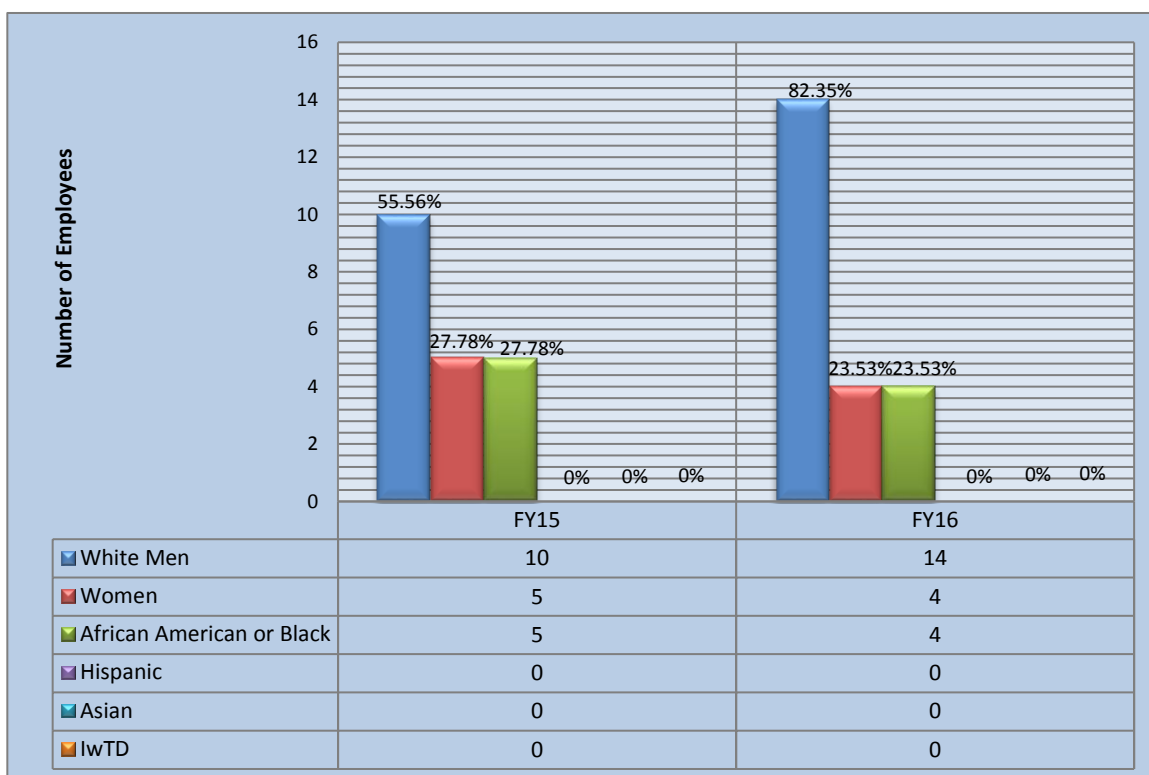
**African American or Black:** Blacks (men and women) continue to demonstrate less than expected participation rates within the workforce in GS Mid-level positions. Positions held by Blacks increased by 3 positions from FY15 to FY16 in GS Mid-level positions. The percentage of Blacks representation in GS Mid-level positions increased from 11.41% in FY15 to 11.96% in FY16.

**Hispanic:** Hispanics (men and women) continue to demonstrate less than expected participation rates within the workforce in GS Mid-level positions. Positions held by Hispanics (4) remained the same from FY15 to FY16 in GS Mid-level positions.

**Asian:** Asians (men and women) continue to demonstrate less than expected participation rates within the workforce in GS Mid-level positions. Positions held by Asians (2) remained the same from FY15 to FY16.

**Individuals with Targeted Disabilities (IwTD):** IwTD continue to demonstrate less than expected participation rates within the workforce in GS Mid-level positions. Positions held by IwTD employees increased by 1 from 1 in FY15 to 2 in FY16.

**Tables A4 – B4**  
**GS High-Level or Top Positions by Focus Groups (GS 15-SES)**



**White Men:** As one of the largest employee categories in the workforce, white men are used as a base line. Participation rate for White men in GS High-level or top positions increased from FY15 to FY16. White men representation in GS High-level or top positions as a percentage increased from 55.56% in FY15 to 82.35% in FY16. This was due to the number GS High-level or top positions increasing from 20 in FY15 to 22 in FY16 and their growth in those positions.

**Women:** Women include all women in the workforce. The number of women in GS High-level or top positions decreased by 1 position from FY15 to FY16 for a change of 20%. Women representation in GS High-level or top positions as a percentage decreased from 27.78% in FY15 to 23.53% in FY16. This is due to the increase in positions from FY15 to FY16 and the decrease of their representation from FY15 to FY16.

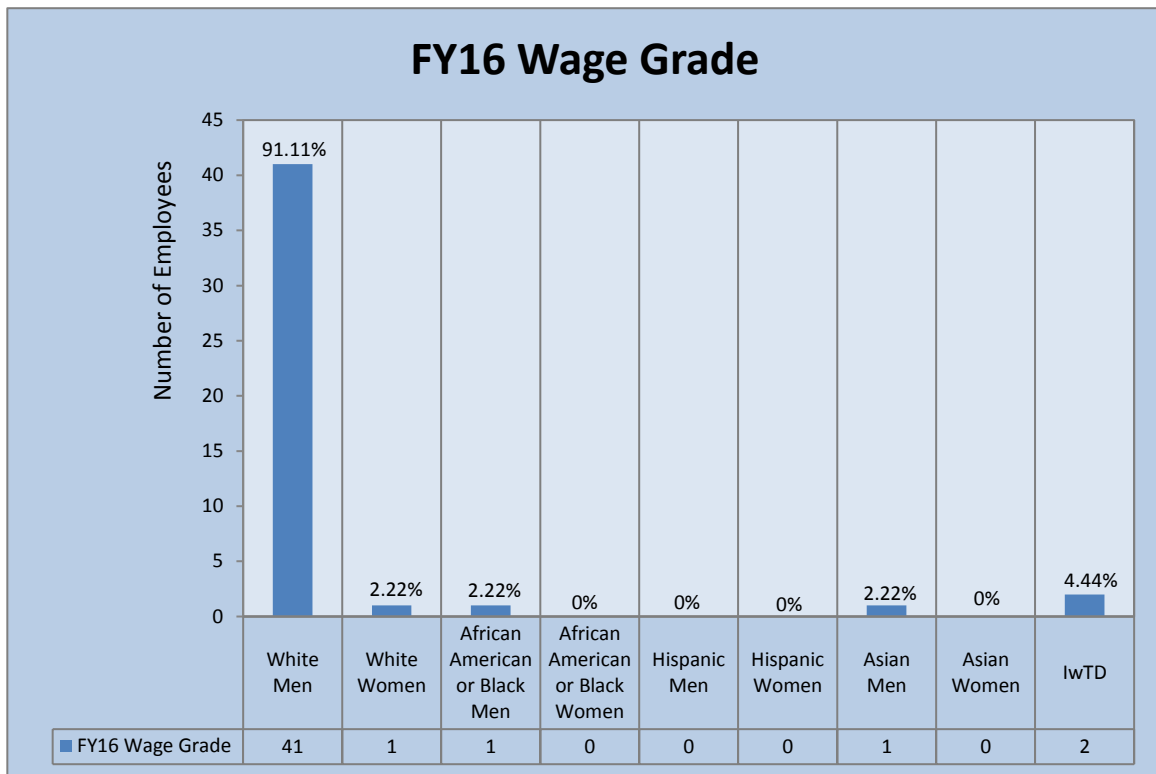
**Black:** Blacks (men and women) shows a decrease of 1 position from FY15 to FY16 for a change of 20%. Blacks representation in GS High-level or top positions as a percentage decreased from 27.78% in FY15 to 23.53% in FY16.

**Hispanic:** There were no Hispanic employees (men or women) in GS High-level or top positions in FY15 or FY16.

**Asian:** There were no Asian employees (men or women) in GS High-level or top positions in FY15 or FY16.

**Individuals with Targeted Disabilities (IwTD):** There were no employees with targeted disabilities (men or women) in GS High-level or top positions in FY15 or FY16.

## Focus Groups by Sex in Wage Grades A5 – B5



**Focus Groups by Sex in Wage Grades:** This chart identifies Wage Grade employees in the focus groups by sex. The employees are categorized in two groups; Wage Grade (WG) workers and Wage Leaders (WL) and Wage Supervisors (WS). WG workers are in entry level positions. WL and WS are in mid-level positions. In FY16, the Wage Grade workforce represented 1.79% of the workforce or 45 positions. Career development opportunities for each focus group – Women, Blacks, Hispanics, Asians and employees with disabilities - will continued to be explored.

- **Women:** Women include all women. There were 1 Wage Grade women in the workforce compared to 41 white men.
- **Black:** In FY16, Blacks represented 1 position. Blacks comprised 2.22% of the total workforce in WG, WL, or WS positions.
- **Hispanic:** In FY16, there were no Hispanics in WG, WL, or WS positions.
- **Asian:** In FY16, Asians represented 1 position. Asians comprised 2.22% of the total workforce in WG, WL, or WS positions.
- **Individuals with Targeted Disabilities (IwTD):** In FY16, IwTD represented 2 positions. IwTD comprised 4.44% of the total workforce in WG, WL, or WS positions.

**Table A6 – DLA Land and Maritime’s Top Mission Critical Occupations (MCO)  
By Participation Rates and CLF**

**Focus Groups Participation Rates in MCOs:** The first and second chart shows the focus groups’ participation rates (less People with Target Disabilities) in DLA Land and Maritime’s “Top” mission critical occupations (MCO) compared to their respective Civilian Labor Force (CLF) for the representative position. The first chart shows the top six most populous MCOs at DLA Land and Maritime. The second chart shows the next five most populous MCOs at DLA Land and Maritime. The third chart shows Individuals with Targeted Disabilities (IwTD) compared to DLA Land and Maritime’s participation rate goal of 2% since they are not tracked via a CLF by the Census Bureau.

A MCO, as defined by DoD, has DLA Land and Maritime-wide impact. Employees in these positions are involved in critical DLA Land and Maritime initiatives and succession planning or other key initiatives and are required to ensure DLA Land and Maritime can carry out its mission when these positions are vacated. These positions are reflective of current DLA Land and Maritime needs and initiatives and therefore have a significant number of employees in them. DLA Land and Maritime’s “top” MCOs include:

- 260 Equal Employment Specialist
- 301 Logistics Program Specialist
- 855 Electronics Engineer
- 1101 General Business and Industry
- 1102 Contracting
- 1105 Purchasing Agent
- 1910 Quality Assurance/Product Specialist
- 2001 General Supply
- 2003 Supply Program Management
- 2005 Supply Technician
- 2010 Inventory Management

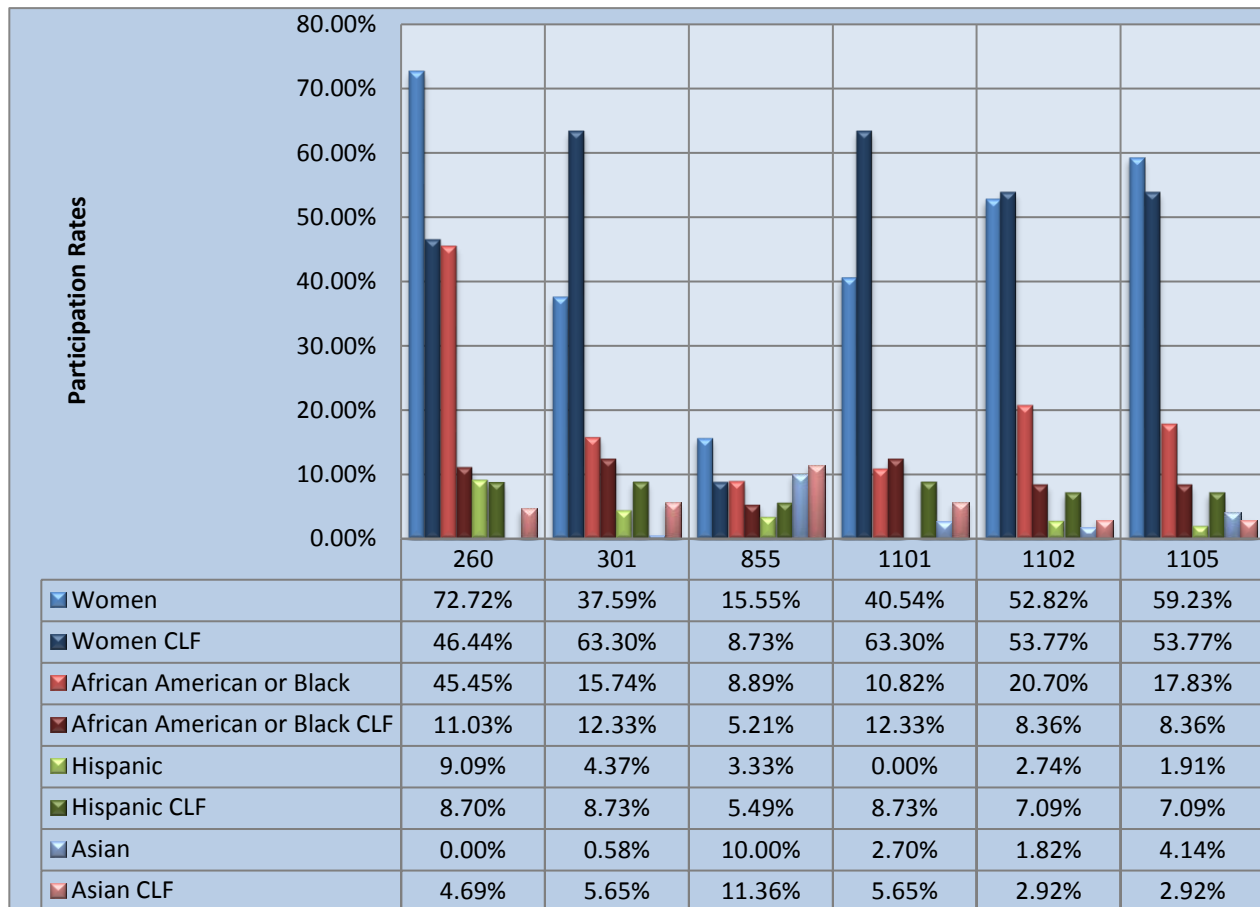
By definition, a MCO is a career building job series with representation at all three levels - entry, mid, and high – of the Agency. The five focus groups’ participation rates in the MCOs reflect the following:

- **Women:** Women have exceeded their respective CLF in 5 out of the 11 listed job fields. The highest participation rates in the MCOs for women are in the 260 job field at approximately 72.72% and the 1105 job field at approximately 59.23%, which greatly exceeds their respective CLF. Women are significantly below their respective CLF in the 1910 (12.89% versus 63.30%) and the 301 (37.59% versus 63.30%) job fields.
- **African American or Black:** Blacks continue to be well represented in the MCO job series, exceeding their respective CLF in 8 out of the 11 listed job fields. The highest participation rates in the MCOs for Blacks are the 2010 job field at approximately 28.29% and the 2001 job field at approximately 28.58%, which greatly exceeds their respective CLF.
- **Hispanic:** Hispanics continue to be under represented in the MCO job series, failing to meet the CLF in 10 out of the 11 listed job fields. Hispanics are significantly underrepresented in the 1101, 1102, 1105, 2001 and 1910 job fields.
- **Asian:** Asians continue to be under represented in the MCO job series, failing to meet the CLF in 8 of the listed 11 job categories. Asians are significantly underrepresented in the 260, 301, 1101, 1102, and 2010 job fields.

- **Individuals with Targeted Disabilities (IwTD):** The highest participation rates for IwTDs were in the 260 job field at 18.18%. IwTD participation rates in MCOs remain below the DLA Land and Maritime's participation rate goal of 2% in all of the job categories listed with the exception of 260 and 2001. IwTDs currently represent 1.71% of the DLA C/DET workforce with 43 employees.

**Table A6 – DLA Land and Maritime's MCOs  
Participation Rates and CLF**

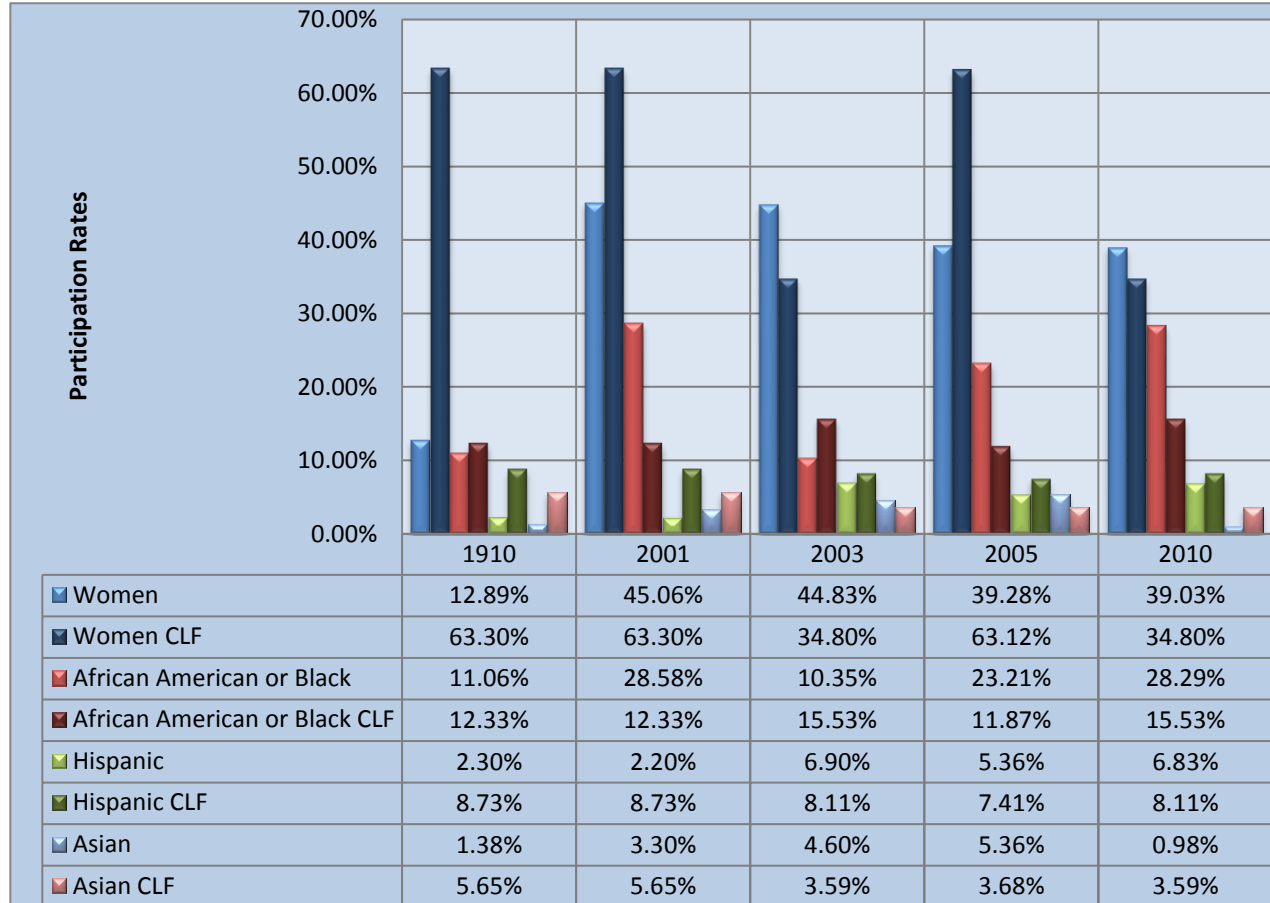
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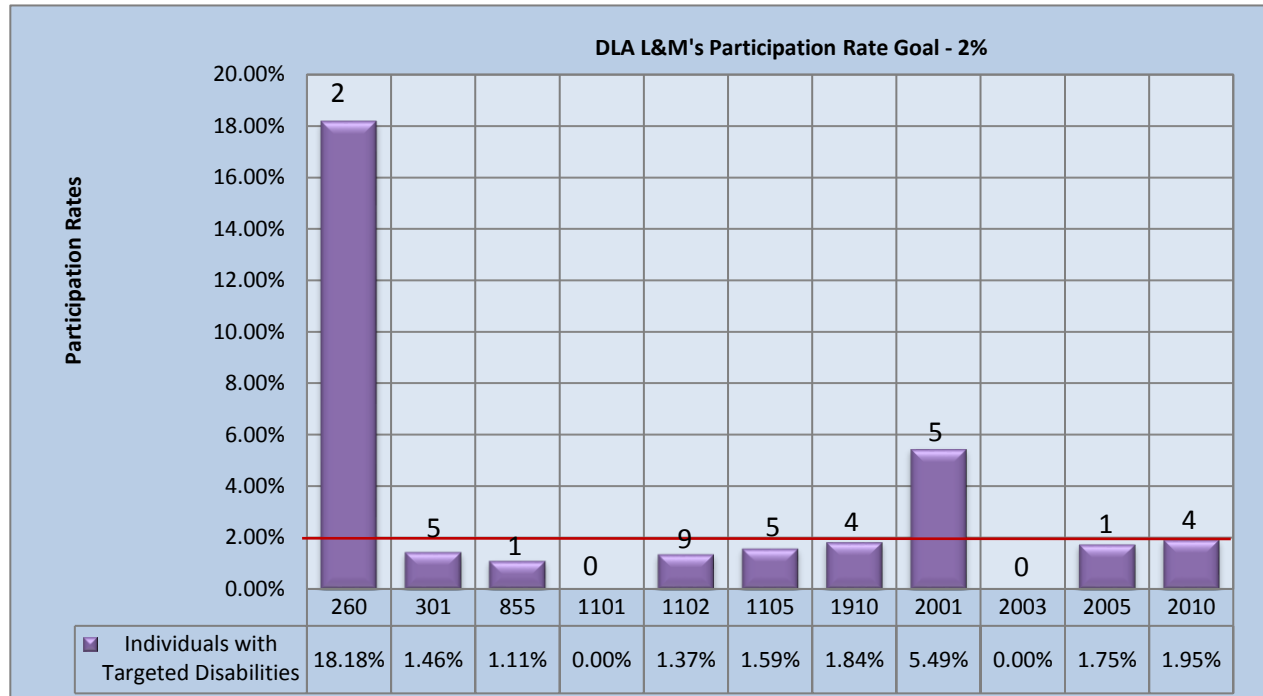
**Table A6 – DLA Land and Maritime's MCOs  
Participation Rates and CLF**

**Continued on Next Page**

**Next Most Populous DLA Land and Maritime MCOs**

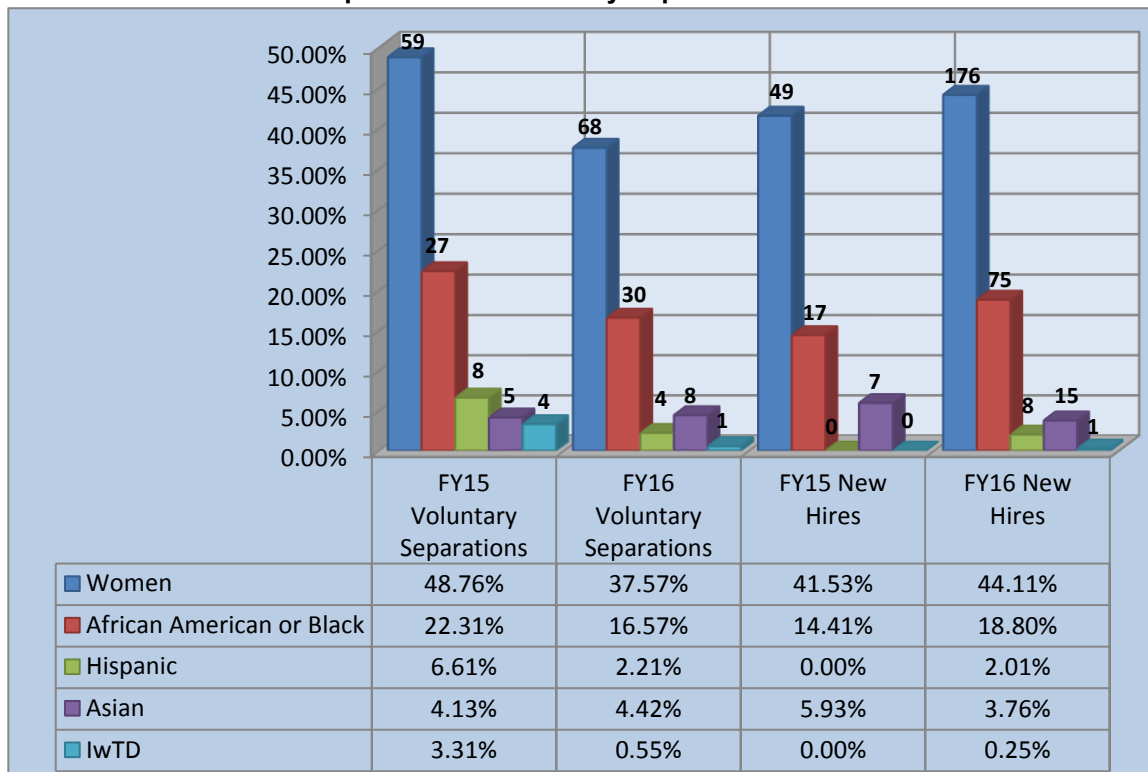


**Table B6 - IwTDs in DLA Land and Maritime's MCOs**  
**Participation Rates Compared to DLA Land and Maritime 2% Goal**





**Table A8 – A14 – B8 – B14**  
**Focus Groups' FY15/16 Voluntary Separations and New Hires**



**Focus Groups' FY15/16 Voluntary Separations and New Hires:** The chart above shows the focus groups' participation rates for voluntary separations in FY15 and FY16 versus new hires for both fiscal years. The table above includes both temporary and permanent employees. The numbers at the top of each column in the chart are the total number of employees voluntarily separated or hired for that fiscal year.

In FY15, 121 employees (62 men and 59 women) voluntarily left DLA employment. In FY16, 181 employees (113 men and 68 women) voluntarily left DLA. In FY15, 117 employees were hired in DLA (69 men and 48 women). In FY16, 396 employees were hired (221 men and 175 women), an increase of 279 hires.

**Women:** The women's group includes all women. In FY16, 68 women voluntarily left DLA employment compared to 59 in FY15. There were 9 less women who left DLA employment in FY16 than in FY15. The representation of new hired women increased from 41.53% to 44.11% of new hires in FY16.

**African American or Black:** The representation of new hired Blacks (men and women) increased in FY16, reflected by an increase from 14.41% in FY15 to 18.80% representation in FY16. The number of new hires also increased from 17 in FY15 to 75 in FY16. There was a decrease in the representation of Blacks voluntarily leaving DLA represent from 22.31% in FY15 to 16.57% in FY16.

**Hispanic:** In FY16, 8 Hispanic employees were hired; In FY16, the rate of Hispanics leaving the workforce was less the replacement rate (4 separations versus 8 hires).

**Asian:** In FY16, 15 Asians employees were hired; In FY16, the rate of Asians entering the workforce exceeded the number of those leaving the workforce (8 separations versus 15 new hires).

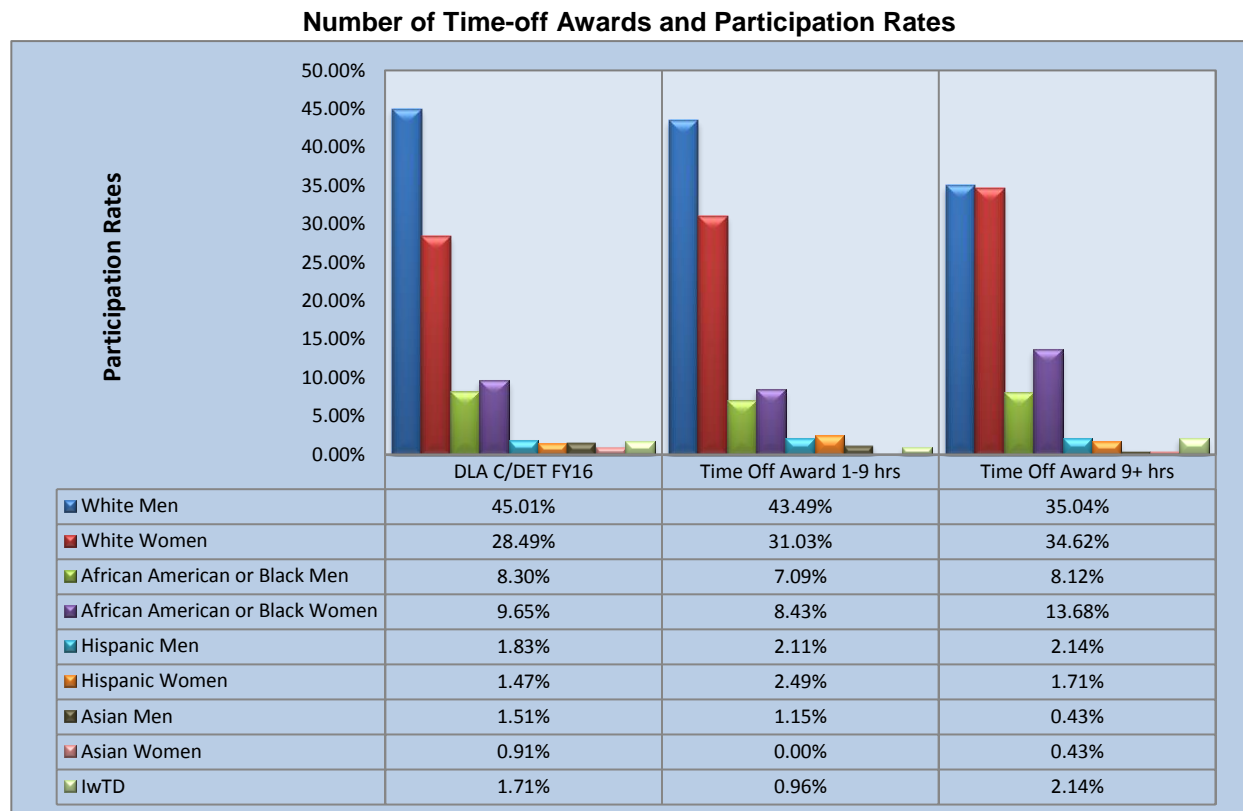
**lwTD:** In FY16, 6 lwTD employee were hired; In FY16, the rate of lwTD leaving the workforce equaled the rate of hiring.

## TABLES A13 AND B13 -EMPLOYEE RECOGNITION AND AWARDS

### Recognition and Awards

During FY16, employees in all both personnel systems – Wage Grade (WG), General Schedule (GS) - received time-off and cash awards. Employees in the WG and GS personnel systems received Quality Step Increases (QSI).

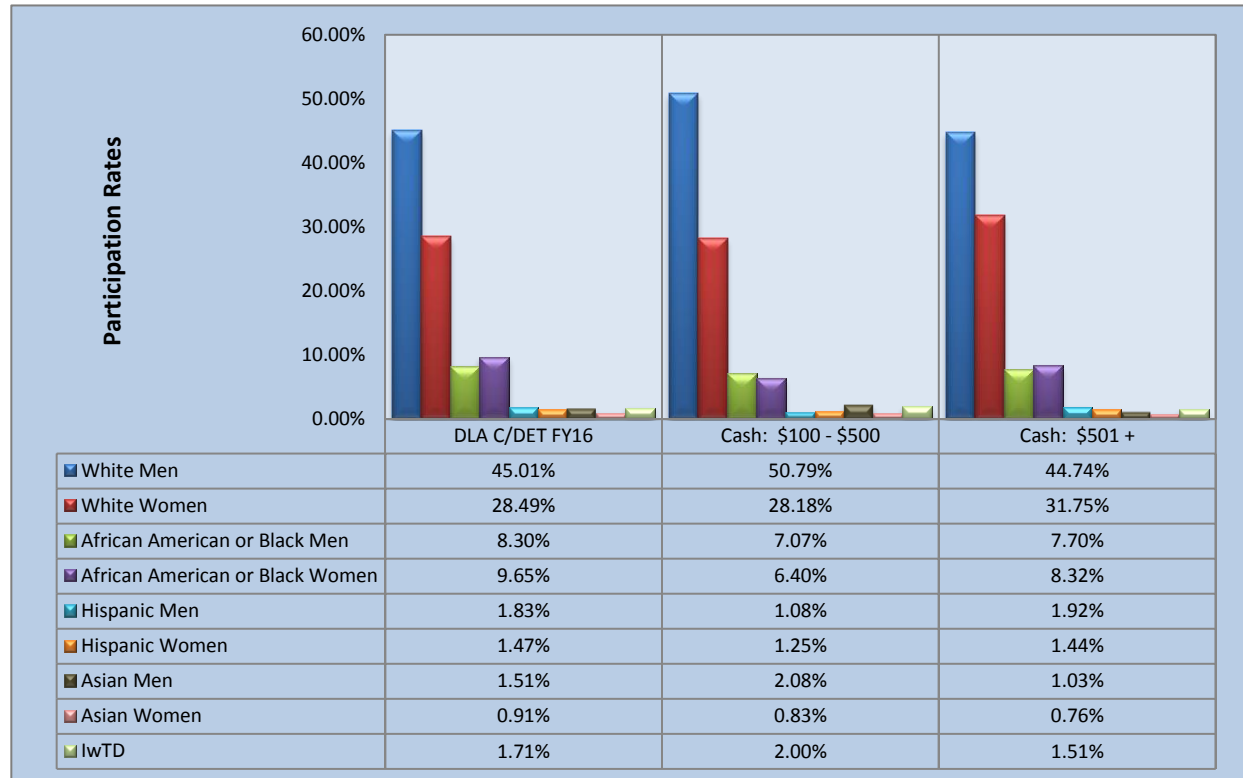
The following three charts address employee recognition and awards by the focus areas – Women, Blacks, Hispanics, Asians and Individuals with Targeted Disabilities. As the largest employee group, White men are used as a base line for comparison.



**Time-off Awards:** There were 756 time-off awards given to the DLA Land and Maritime workforce. A total of 7,468 hours were awarded. DLA Land and Maritime's participation distribution is provided in the first column for comparison. The chart above shows the distribution of awards for the focus groups.

- Time-off Awards between 1 and 9 Hours:** There were 522 one to nine hour time-off awards granted to employees during FY16. The total number of hours awarded was 3,227. The average number of hours awarded was 6.18. Women averaged slightly less hours than men, 6.15 to 6.21 hours. Asian women did not receive any time-off awards during this period. The award distribution appears to resemble the participation rates with the exception of Asian women.
- Time-off Awards 9 plus Hours:** There were 234 nine plus hours' time-off awards granted to employees during FY16. The total number of hours awarded was 4,241. The average number of hours awarded was 18.12. Women averaged less hours than men, 17.44 to 18.92 hours, but received more awards than men (126 awards compared to 108).

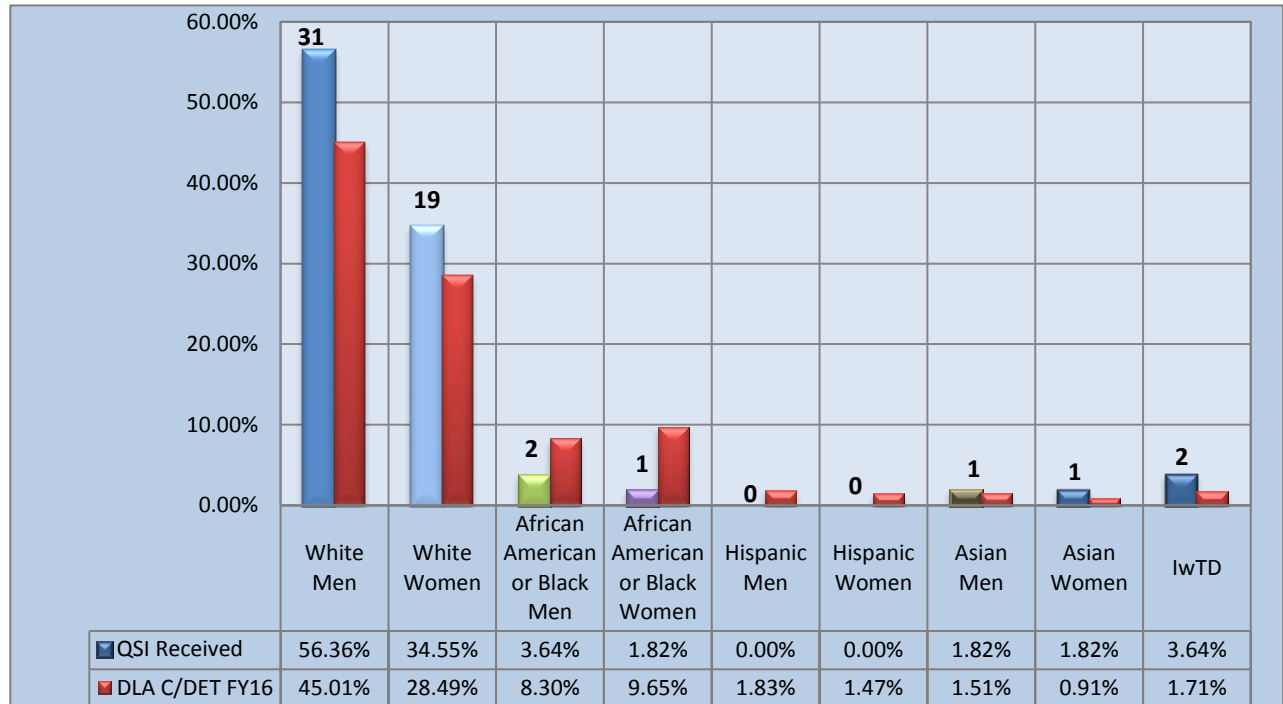
### Number of Cash Awards and Participation Rates



**Cash Awards:** Any of the employees in the workforce could have received a cash award if their performance justified it. There were 2,658 cash awards given in FY16, which means some employees received more than one cash award for their performance during the course of the year. The total amount of cash awards given in FY16 was \$1,745,946. DLA Land and Maritime's participation distribution is provided in the first column for comparison. The chart above shows the distribution of awards for the focus groups.

- Cash Awards (\$100 to \$500):** There were 1,203 cash awards between \$100 and \$500 given in FY16 totaling \$374,508. The average award was \$311.31. Women received slightly more money on average \$322.71 than men \$304.26. Black Men\Women and Hispanic Men/Women cash award distribution was below their DLA Land and Maritime's participation distribution.
- Cash Awards (\$501+):** There were 1,455 cash awards greater than \$500 given in FY16 totaling \$1,371,438. The average award was \$942.57. Women received slightly less money on average than men \$928.53 compared to \$953.35. Black Men\Women's cash award distribution was below their DLA Land and Maritime's participation distribution. Asian Men\Women's cash award distribution was also below DLA Land and Maritime's participation distribution.












**Number of Quality Step Increases (QSI) and Participation Rates**






















**Quality Step Increases (QSI):** A QSI is the WG and GS performance based award that increases an employee's step. The chart above shows the QSI participation rate of each focus workgroup compared to the largest employee group, White males, in FY16. The number each group received is above their respective column in the chart. DLA Land and Maritime's participation distribution is provided for comparison. The chart above shows the distribution of awards for focus groups.

Out of the 55 QSIs awarded for performance during FY16, 41 – 90.91% - went to White Men or Women. Of the QSI's awarded White Men received 56.36% and White Women 34.55%. Black Men and Women received 5.46% of the QSIs or 3. Asian Men/Women and IwTD employees each received 2 QSIs. There were no QSIs awarded to Hispanic Men and Women.





<b>EEOC FORM 715-01 PART F</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
<b>CERTIFICATION of ESTABLISHMENT of CONTINUING EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS</b>	
<p>I, <b>CHARLES E. PALMER</b> <b>EEO DIRECTOR,</b> [REDACTED] am the</p> <p>(Insert name above) (Insert official title/series/grade above)</p> <p>Principal EEO Director/Official for <b>Defense Logistics Agency Land and Maritime</b></p> <p>(Insert Agency/Component Name above)</p>	
<p>The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.</p> <p>The agency has also analyzed its 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.</p> <p>I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.</p> <p>[REDACTED] <i>Nov 30, 2016</i></p> <p><b>Charles E Palmer, Director, Equal Employment Opportunity, Defense Logistics Agency Land and Maritime</b> Date</p> <p>Signature of Principal EEO Director/Official</p> <p>Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715.</p> <p>[REDACTED] <i>Dec 6, 2016</i></p> <p><b>M. C. SKUBIC, RDML, SC, USN, Commander, Defense Logistics Agency Land and Maritime</b> Date</p> <p>Signature of Agency Head or Agency Head Designee</p>	

EEOC FORM 715-01 PART G		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT		
<b>Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP</b> <b>Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.</b>				
 <b>Compliance Indicator</b>	<b>EEO policy statements are up-to-date.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
The Agency Head was installed on <u>August 12 2014</u> . The EEO policy statement was issued on <u>2014 and in 2015</u> . Was the EEO policy Statement issued within 6 - 9 months of the installation of the Agency Head? If no, provide an explanation.				DLA Land and Maritime new Command was recently installed on October 31, 2016. New Policy Letters are in process for her to sign.
During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.				
Are new employees provided a copy of the EEO policy statement during orientation?				
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?				DO coordinated with HR to ensure that newly promoted employees will receive a copy of the Agency EEO Policy Statement NLT 2 <sup>nd</sup> QTR, FY2016.
 <b>Compliance Indicator</b>	<b>EEO policy statements have been communicated to all employees.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?				
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?				
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR §1614.102(b)(5)]				





 <b>Compliance Indicator</b>	<b>Agency EEO policy is vigorously enforced by agency management.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Are managers and supervisors evaluated on their commitment to agency EEO policies and principles, including their efforts to:				
resolve problems/disagreements and other conflicts in their respective work environments as they arise?				
address concerns, whether perceived or real, raised by employees and following-up with appropriate action to correct or eliminate tension in the workplace?				
support the agency's EEO program through allocation of mission personnel to participate in community out-reach and recruitment programs with private employers, public schools and universities?				
ensure full cooperation of employees under his/her supervision with EEO office officials such as EEO Counselors, EEO Investigators, etc.?				
ensure a workplace that is free from all forms of discrimination, harassment and retaliation?				
ensure that subordinate supervisors have effective managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications?				
ensure the provision of requested religious accommodations when such accommodations do not cause an undue hardship?				
ensure the provision of requested disability accommodations to qualified individuals with disabilities when such accommodations do not cause an undue hardship?				
Have all employees been informed about what behaviors are inappropriate in the workplace and that this behavior may result in disciplinary actions?				
Describe what means were utilized by the agency to so inform its workforce about the penalties for unacceptable behavior.				
Have the procedures for reasonable accommodation for individuals with disabilities been made readily available/accessible to all employees by disseminating such procedures during orientation of new employees and by making such procedures available on the World Wide Web or Internet?				
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?				



<b>Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION</b> <b>Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.</b>				
 <b>Compliance Indicator</b>	<b>The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Is the EEO Director under the direct supervision of the agency head? <b>[see 29 CFR §1614.102(b)(4)]</b> For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)		✓		
Are the duties and responsibilities of EEO officials clearly defined?		✓		
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		✓		
If the agency has 2 <sup>nd</sup> level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		✓		
If the agency has 2 <sup>nd</sup> level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting components?		✓		
If not, please describe how EEO program authority is delegated to subordinate reporting components.				
 <b>Compliance Indicator</b>	<b>The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		✓		
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		✓		
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes?		✓		
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 re-alignments?		✓		












Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]		✓		
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure that EEO concerns are integrated into the agency's strategic mission?		✓		
 <b>Compliance Indicator</b>	<b>The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		✓		
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?		✓		
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently staffed?		✓		
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		✓		
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		✓		
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		✓		
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		✓		
 <b>Compliance Indicator</b>	<b>The agency has committed sufficient budget to support the success of its EEO Programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems		✓		
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)		✓		
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?		✓		











Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	✓		
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	✓		
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?	✓		
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]	✓		
Is there sufficient funding to ensure that all employees have access to this training and information?	✓		
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:	✓		
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	✓		
to provide religious accommodations?	✓		
to provide disability accommodations in accordance with the agency's written procedures?	✓		
in the EEO discrimination complaint process?	✓		
to participate in ADR?	✓		



<b>Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY</b> <b>This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.</b>				
 <b>Compliance Indicator</b>	<b>EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		✓		
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		✓		
 <b>Compliance Indicator</b>	<b>The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?		✓		







Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		✓		
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		✓		
 <b>Compliance Indicator</b>	<b>When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		✓		
Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		✓		
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?		✓		<b>No findings in the past 2 years.</b>
If so, cite number found to have discriminated and list penalty /disciplinary action for each type of violation. (1)				
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?		✓		
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.?		✓		

Essential Element D: PROACTIVE PREVENTION				
Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.				
 Compliance Indicator	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	Measure has been met		For all unmet measures provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
 Measures		Yes	No	
Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?				
When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?				
Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?				
Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?				
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?				







Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		✓		
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		✓		
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		✓		
 <b>Compliance Indicator</b>	<b>The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Are all employees encouraged to use ADR?		✓		
Is the participation of supervisors and managers in the ADR process required?		✓		

Essential Element E: EFFICIENCY				
Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.				
 <b>Compliance Indicator</b>	<b>The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?				
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?				
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?				
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?				
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?				<b>RA Requests processed timely; documentation process is excessive</b>
 <b>Compliance Indicator</b>	<b>The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		<b>Yes</b>	<b>No</b>	
Does the agency use a complaint tracking and monitoring system that allows identification of the location and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?				

Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		✓		
Does the agency hold contractors accountable for delay in counseling and investigation processing times?		✓		
If yes, briefly describe how: DLA HQ EEO Office obtained BPA contract approval for 6 investigative companies in 4 <sup>th</sup> QTR, FY2015. Services began in FY2016 with the addition of an off-ramp process option to remove any companies that continuously fail to meet timeline and quality expectations and standards.				
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		✓		
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?		✓		
 <b>Compliance Indicator</b>	<b>The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Are benchmarks in place that compares the agency's discrimination complaint processes with 29 C.F.R. Part 1614?		✓		
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?		✓		
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		✓		
Does the agency complete the investigations within the applicable prescribed time frame?		✓		
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		✓		HQ OPR
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		✓		
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?		✓		
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?		✓		

 <b>Compliance Indicator</b>	<b>There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		✓		
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		✓		
After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?		✓		
Does the responsible management official directly involved in the dispute have settlement authority?		✓		
 <b>Compliance Indicator</b>	<b>The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the EEOC?		✓		
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102(a) (1)?		✓		
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?			✓	<b>DWAT outdated, too time-consuming to compare w/DCPDS</b>
Do the agency's EEO programs address all of the laws enforced by the EEOC?		✓		
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		✓		
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		✓		
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		✓		
 <b>Compliance Indicator</b>	<b>The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO complaints?		✓		

Does the agency discrimination complaint process ensure a neutral adjudication function?	✓		
If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints?	✓		

<b>Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE</b> <b>This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.</b>				
 <b>Compliance Indicator</b>	<b>Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
	Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative Judges?	✓		
 <b>Compliance Indicator</b>	<b>The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.			✓	DFAS OPR
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		✓		
Are procedures in place to promptly process other forms of ordered relief?		✓		
 <b>Compliance Indicator</b>	<b>Agency personnel are accountable for the timely completion of actions required to comply with orders of EEOC.</b>	<b>Measure has been met</b>		<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
 <b>Measures</b>		Yes	No	
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		✓		
If so, please identify the employees by title in the comments section, and state how performance is measured.		Charles E. Palmer, Sherri Lewis biweekly EEO reviews w/ Agency Head		
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?		✓		
If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.				
Have the involved employees received any formal training in EEO compliance?		✓		
Does the agency promptly provide to the EEOC the following documentation for completing compliance:				
Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?		✓		

Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?	✓		
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?	✓		
Compensatory Damages: The final agency decision and evidence of payment, if made?	✓		
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?	✓		
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s	✓		
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.	✓		
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	✓		
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	✓		
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.	✓		
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.	✓		
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.	✓		



<b>EEOC FORM 715-01 PART H</b>	<b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>  <b><i>U.S. Equal Employment Opportunity Commission</i></b>	
<b>Defense Logistics Agency (DLA) Columbus and Detachments</b> <b>FY 2016</b>  <b>Part H</b>		
Essential Element 2: Integration of EEO into the Agency's Strategic Mission		
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	DLA recruitment strategies, vacancy projections, succession planning, selections for training/career development opportunities, and other workforce changes require re-examination for impediments to equality of opportunity.	
OBJECTIVE:	The DLA Land and Maritime EEO and Special Emphasis Programs (SEP) will examine DLA management and personnel policies, procedures, and practices for possible impediments to equality of opportunity for women, Blacks, Hispanics, Asians, Native American and Individuals with Targeted Disabilities (IwTDs)	
RESPONSIBLE OFFICIAL:	Equal Employment Director	
DATE OBJECTIVE INITIATED:	OCT 2015	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	On-going with semi-annual assessments	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE
Identify and recommend avenues to increase the participation rates of women, Hispanics and IwTDs in entry, mid, and high-level or top positions through enterprise-wide collaborative efforts focused on recruitment, development, and retention. (Strategic Focus Area: Workforce Development.		30 SEP 17  IN PROCESS
Review vacancy projections and succession plans for opportunities to diversify recruitment, development, and promotion opportunities for all less than expected participation rates, women, and IwTD.		30 SEP 17  IN PROCESS
Identify and recommend applicant pool development and selection strategies to increase the participation rates of women, less than expected participation rates and IwTD in internship programs and long-term training program as recruitment, retention and promotion tools.		30 SEP 17  IN PROCESS

<b>EEOC FORM 715-01 PART H</b>	<b><i>U.S. Equal Employment Opportunity Commission</i></b>  <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>Defense Logistics Agency (DLA) COLUMBUS AND DETACHMENTS FY 2016</b>  <b>Part H</b>		
Essential Element 3: Management and Program Accountability		
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	All DLA Equal Employment Offices use the DLA Workforce Analysis Tool (DWAT) system during FY15 to produce their Equal Employment Opportunity Status Reports. Data integrity issues in the DLA Land and Maritime DWAT tables due to Base Realignment and Closure were identified.	
OBJECTIVE:	Update DWAT system in FY15; identify data errors in the tables.	
RESPONSIBLE OFFICIAL:	Director of DLA Equal Employment Opportunity (DO); Director of Human Resources (J-1); DLA Information Operations (J-6C); and DLA Land and Maritime EEO	
DATE OBJECTIVE INITIATED:	OCT 2015	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	SEP 2017	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE
Coordinate a DWAT review consisting of J-1, J-6C, DO, and Land and Maritime EEO representatives to develop accurate DWAT data and tables during FY17		30 SEP 17
Maintain DWAT table integrity for the FY 2017 Data and tables MD-715 Report.		30 SEP 17

<b>EEOC FORM 715-01 PART H</b>	<b>U.S. Equal Employment Opportunity Commission</b>  <b>FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>Defense Logistics Agency (DLA) COLUMBUS AND DETACHMENTS</b> <b>FY 2016</b>  <b>Part H</b>		
Essential Element 6: Responsiveness and Legal compliance		
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	DLA Land and Maritime EEO complaints are investigated by the Investigations and Resolutions Division (IRD), Civilian Personnel Management Service (CPMS), Defense Human Resources Activity (DHRA). Since IRD investigates all DoD formal complaints of discrimination and have limited staff and frequent turnovers they have a backlog. As a consequence, DLA investigations are not completed within the applicable time frames.	
OBJECTIVE:	DLA Land and Maritime EEO will continue to monitor the part of the formal complaint process within its control – complaints that are pending acceptance/dismissal – to ensure these actions are timely processed and the complaints transferred to IRD for investigation within 30 days of receipt 90% of the time to provide IRD as much lead time as possible.	
RESPONSIBLE OFFICIAL:	DLA Land and Maritime Equal Employment Director	
DATE OBJECTIVE INITIATED:	OCT 2015	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	OCT 2017	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE	
Using iComplaints, the DLA Land and Maritime complaint manager will use the tracking tool, track the time it takes to accept or dismiss formal complaints and request IRD to investigate them from the date of receipt of the complaint.	30 SEP 17	
DLA Land and Maritime EEO Complaint Lead develop iComplaints reports regarding timely processing of complaints and disseminate to EEO Director quarterly.	31 DEC 16 31 MAR 17 30 JUN 17 30 SEP 17	
Provide HQ EEO with feedback on timeliness on investigating formal discrimination complaints.	31 MAR 17 31 SEP 17	

DLA COLUMBUS AND DETACHMENTS  
FY 2016

Barrier #1- Retention of Women and Increasing Women's Participation Rates in High-level Positions

**STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:** Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?

Table A1 - CLF and Columbus & Detachments (C/DET) Participation Rates for Women by Race and National Origin:  
The FY16 participation rate for women showed a negligible increase as compared to their FY15 rate. The overall change was an increase of 0.09% points. The FY16 participation rate for women is below the CLF of 48.16% by 6.03% points.

Tables A4 – B4  
GS High Level or Top Positions by Focus Groups (GS 15-SES): Women:  
Women include all women in the workforce. The number of women in GS High-level or top positions decreased by 1 position from FY15 to FY16 for a change of 20%. Women representation in GS High-level or top positions as a percentage decreased from 27.78% in FY15 to 23.53% in FY16. This is due to the increase in positions from FY15 to FY16 and the decrease of their representation from FY15 to FY16.

Table A8 – A14 – B8 – B14  
Focus Groups' FY15/16 Voluntary Separations and New Hires:  
The women's group includes all women. In FY16, 68 women voluntarily left DLA employment compared to 59 in FY15. There were 9 less women who left DLA employment in FY16 than in FY15. The representation of new hired women increased from 41.53% to 44.11% of new hires in FY16.

TABLES A13 AND B13 -EMPLOYEE RECOGNITION AND AWARDS  
Recognition and Awards:  
Asian women did not receive any time-off awards during this period. The award distribution appears to resemble the participation rates with the exception of Asian women.

Number of Quality Step Increases (QSI) and Participation Rates: There were no QSI's awarded to Hispanic Women. Of the QSI's awarded White Men received 56.36% and White Women 34.55%

**BARRIER ANALYSIS:** Provide a description of the steps taken and data analyzed to determine cause of the condition.

In FY 2016, the Director of DLA established objectives to improve the overall participation rate of women, Blacks in high-grades, Hispanics and Individuals with Targeted Disabilities (IwTDs).

Demographic metrics were analyzed to address any potential and identifiable barriers that may impact DLA's ability to increase its participation rate of the four target areas and to retain, develop and promote members of those areas into positions critical to the DLA mission. The analysis guides the development of short and long term actions that facilitate the Agency's culture shift and focus to 'think diversity' and achieve these "Strategic Diversity" mission objectives. The desire is for the Agency to 'think diversity' when conducting business, selecting its future workforce, and developing its employees. This will be accomplished by identifying potential actions that can be catalysts for fostering an Agency strategy of integrating diversity in

	its business practices. Targeted recruitment is schedule for addressing all DLA Diversity objectives.	
<b>STATEMENT OF IDENTIFIED BARRIER:</b> Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Agency policies and procedures are reviewed annually by EEO to ensure the content provides equitable opportunity. The DLA practices in regard to hiring and retention of women need to be analyzed to determine if there are any potential barriers to increasing women's representation at the GS 13-15 and SES levels. The barrier appears to be our practices. We will do more research to identify specific practices that may be a barrier to, or inhibit the retention of women; and increase the participation of women in high-level positions. Additional information will be gathered in 2017.	
<b>OBJECTIVE:</b> State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	Conduct an analysis of the DLA's hiring and retention practices in regard to women in the management and supervisory levels identified above in support of the DLA Land and Maritime Strategic Focus Areas on Top position participation rates.	
<b>RESPONSIBLE OFFICIAL:</b>	DLA Director of Human Resources; DLA Director of Equal Employment Opportunity	
<b>DATE OBJECTIVE INITIATED:</b>	1 MAY 10	
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	30 SEP 17 (Ongoing and Continuous)	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE (Must be specific)
<p>Conduct a barrier analysis to find out the reason why there is a low participation rate for women in high-level positions, and why the participation rate of White women is declining.</p> <p>The Work Group is currently working on POAM actions regarding Recruitment, Retention and Workforce Devolvment.</p> <p>The Federal Women's Program (FWP) subgroup is researching additional information.</p> <p>FY16 Developing Leaders Academy for Aspiring Managers is ongoing.</p>		30 JUN 17
In conjunction with DLA Land and Maritime EEO and Human Performance Office, develop a plan to review DLA Land and Maritime practices for barriers to the hiring or retention of women in the specific management and supervisory levels identified above.		30 JUN 17
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<p>The participation rate for Women in the DLA Columbus and Detachment workforce increased slightly.</p> <p>Quarterly data assessment of women participation rates will be monitored to see if progress is occurring.</p> <p>A DLA Columbus EEO Federal Women's Program Executive Champion was established to ensure that added emphasis is in place at the Senior Executive Level on our need to meet the DLA objective to improve participation rates of Women.</p> <p>The FWP is currently coordinating Mentoring Program Workshops for Whitehall High School girls.</p>		

EEOC FORM 715-01 PART I	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
<p align="center"><b>DLA COLUMBUS AND DETACHMENTS</b></p> <p align="center"><b>FY 2016</b></p> <p><b>Barrier 2 – Recruitment, Retention, and Development of the Hispanic Workforce</b></p>		
<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b> Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?</p>	<p>Table A1 - Civilian Labor Force (CLF) and DLA Columbus &amp; Detachment (C/DET) Participation Rates by Race and National Origin: The Hispanic group continues to be below the CLF, their participation rate is still significantly below the CLF by 4.49% points.</p> <p>Table A1 - CLF and Columbus &amp; Detachments (C/DET) Participation Rates for Women by Race and National Origin: Hispanic women's FY16 participation rate of 1.47% showed a negligible increase from FY15's rate of 1.46%. They are still significantly below the CLF rate of 4.79% by 3.32% points.</p> <p>Tables A4 – B4 GS Mid-Level Positions by Focus Groups (GS 13-14): Hispanics (men and women) continue to demonstrate less than expected within the workforce in GS Mid-level positions. Positions held by Hispanics (4) remained the same from FY15 to FY16 in GS Mid-level positions</p> <p>Tables A4 – B4 GS High Level or Top Positions by Focus Groups (GS 15-SES): There were no Hispanic employees (men or women) in GS High-level or top positions in FY15 or FY16.</p> <p>Focus Groups by Sex in Wage Grades A5 – B5: In FY16, there were no Hispanics in WG, WL, or WS positions.</p> <p>Table A6 – DLA Land and Maritime's MCOs Participation Rates and CLF: Hispanics continue to be less than expected in the MCO job series, failing to meet the CLF in 10 out of the 11 listed job fields. Hispanics are significantly less than expected in the 1101, 1102, 1105, 1910, and 2001 job fields.</p> <p>Number of Cash Awards and Participation Rates: Black Men\Women and Hispanic Men\Women cash award distribution was below their DLA Land and Maritime's participation distribution.</p> <p>Number of Quality Step Increases (QSI) and Participation Rates: There were no QSIs awarded to Hispanic Men and Women.</p>	
<p><b>BARRIER ANALYSIS:</b> Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>In order to determine the above potential barrier, the DLA Land and Maritime Workforce Analysis Tool (DWAT) Tables were analyzed. A barrier analysis of the above identified trigger regarding hiring, development, and retention of Hispanic employees has not been conducted, but will commence during FY 2017 utilizing the 2016 Culture Climate survey.</p>	

<b>STATEMENT OF IDENTIFIED BARRIER:</b> Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	The DLA Land and Maritime practices in regard to recruitment, retention, development, and promotion of Hispanic men and women needs to be analyzed to determine if there are any potential barriers to increasing Hispanic participation in the DLA Land and Maritime workforce at entry, mid, and high-levels.
<b>OBJECTIVE:</b> State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	A DLA Land and Maritime EEO Hispanic Employment Program Executive Champion was established to ensure that added emphasis is in place at the Senior Executive Level on our need to meet the DLA objective to improve participation rates of Hispanics.
<b>RESPONSIBLE OFFICIAL:</b>	Deputy Commander, Human Resources Customer Account Manager; Equal Employment Director
<b>DATE OBJECTIVE INITIATED:</b>	30 MAY 10
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	30 SEP 17 ONGOING AND CONTINUOUS
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE
Explore the use of various information gathering tools to identify reasons why Hispanic employees decide to seek and obtain employment with other Federal government agencies, or private industry, leave the Agency for other reasons.	30 JUN 17
Identify the professional development needs of Hispanics in order to improve their knowledge of DLA, increase their skill level, and thus, make them a better asset for the Agency.	30 JUN 17
Explore better use of the Defense Logistics Agency (DLA) Pathways to Career Excellence (PaCE) Program and other outreach and recruitment activities as a recruitment source for Hispanics.	30 JUN 17
Identify diverse resources and the possibility of partnerships with institutions of higher education and professional organizations to enhance the recruitment of Hispanics for positions at all employment levels within DLA Land and Maritime.	30 SEP 17
Conduct a feasibility study to determine the possibility of conducting an Agency-wide professional development workshop designed for members of the identified focus groups, to include the DLA Hispanic population.	30 SEP 17
Flash Mentoring Events & Professional Enhancements Seminars are ongoing  Flash Mentoring Program: A professional development activity. Format: During the "Flash Mentoring," a junior professional seeking leadership development is matched randomly with more senior professionals for a one-time coaching session. During the one-hour event, a total of six (6) mentors from diverse and multi-cultural backgrounds share their life career experiences, give important advice, and counsel, along with motivational nuggets to encourage associates to aspire to be all they can be. Mentors meet with a small group of five (5) employees (mentees) for 15 minutes and then rotate to another group of mentees immediately afterwards, and so on. Each mentee has the opportunity to meet and listen to at least three (3) mentors. Objective: Connect aspiring junior professionals with senior level professionals for a one-time coaching session in an informal setting.	Ongoing

<b>EEOC FORM 715-01 PART I</b>	<p align="center"><b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b></p>
<p align="center"><b>DLA COLUMBUS AND DETACHMENTS FY 2016</b></p>	
<p><b>Barrier 3 – Increasing the Individuals with Targeted Disabilities (IwTDs) Participation Rate at all levels with the emphasis in High-level positions</b></p>	
<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b> Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?</p>	<p>Tables A4 – B4 GS Mid-Level Positions by Focus Groups (GS 13-14): IwTD continue to demonstrate less than expected participation rates within the workforce in GS Mid-level positions. Positions held by IwTD employees increased by 1 from 1 in FY15 to 2 in FY16</p> <p>Tables A4 – B4 GS High Level or Top Positions by Focus Groups (GS 15-SES): There were no employees with targeted disabilities (men or women) in GS High-level or top positions in FY15 or FY16.</p> <p>Table A6 – DLA Land and Maritime's Top Mission Critical Occupations (MCO) By Participation Rates and CLF: The highest participation rates for IwTDs were in the 260 job field at 18.18%. IwTD participation rates in MCOs remain below the DLA Land and Maritime's participation rate goal of 2% in all of the job categories listed with the exception of 260 and 2001. IwTDs currently represent 1.71% of the DLA C/DET workforce with 43 employees.</p>
<p><b>BARRIER ANALYSIS:</b> Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>	<p>Data from the following Sources was analyzed : DLA Workforce Analysis Tool (DWAT) tables; 2016 Workforce Recruitment Program (WRP) issues and accomplishments; FY16 IwTD recruitment activity; DLA Land and Maritime EEO Disability Program Coordinators feedback.</p>
<p><b>STATEMENT OF IDENTIFIED BARRIER:</b> Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>Selecting officials lack functional knowledge of special hiring authorities.</p> <p>Supervisors and managers lack functional knowledge of DLA Land and Maritime's new reasonable accommodation procedures.</p> <p>Failure to target recruitment efforts to events where there is high probability applicants with knowledge and skills related to DLA's mission critical occupations (MCO) who are also IwTDs will be in attendance. In particular, veterans with disabilities.</p> <p>Failure to recruit Workforce Recruitment Program (WRP) summer interns with educational backgrounds that complement DLA's MCOs, are ready for permanent employment at the end of the internship, and are IwTDs.</p> <p>Failure of selecting officials to hire IwTD candidates for the PACER.</p> <p>Failure to institutionalize recognition and awards for selecting officials who increase their workforce's IwTD participation rate to 2%.</p>
<p><b>OBJECTIVE:</b> State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.</p>	<p>Increase the participation rate of people with targeted disabilities in High-level Positions to 2% of the DLA workforce by the end of FY 2017. (See Form J of this report.)</p>



RESPONSIBLE OFFICIAL:	Deputy Commander, Human Resources Customer Account Manager; Equal Employment Opportunity Director, DLA Land and Maritime Selecting Officials	
DATE OBJECTIVE INITIATED:	30 MAY 10	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	30 SEP 17 Ongoing	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		TARGET DATE
Refine recruitment plans to target veterans with disabilities and WRP students who have DLA MCO knowledge and skills for permanent positions and the Defense Logistics Agency (DLA) Pathways to Career Excellence (PaCE) Program.		30 SEP 17
Increase the applicant and candidate pool of lwTDs for the DLA Defense Logistics Agency (DLA) Pathways to Career Excellence (PaCE) Program and PACER's selecting officials' awareness of DLA Land and Maritime's 2% goal.		31 MAR 17
Publicity and training regarding special hiring authorities and DLA Land and Maritime's reasonable accommodation procedures will be finalized and institutionalized throughout the Agency using electronic media as well as tradition publicity and classroom training.		30 SEP 17
Identify recognition and awards for selecting officials who increase their workforce's lwTD participation rate to 2%.		30 SEP 17
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
DLA Reasonable Accommodation Procedures: DLA Land and Maritime EEO will continue to train supervisors on the RA procedures released in August 7, 2015 to mitigate potential discrimination complaints for failure to accommodate. The first training was conducted on August 28, 2015.		

<b>EEOC FORM 715- 01 Part J</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities</b>									
<b>PART I Department or Agency Information</b>	1. Agency			1. Defense Logistics Agency						
	1.a. 2 <sup>nd</sup> Level Component			1.a. Land and Maritime						
	1.b. 3 <sup>rd</sup> Level or lower			1.b. Activity CA, BI, BJ						
<b>PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities</b>	Enter Actual Number at the ...	... beginning of FY16.		... end of FY16.		Net Change				
		Number	%	Number	%	Number	Rate of Change			
	Total Work Force	2,270	100.00%	2,517	100.00%	247	10.88%			
	Reportable Disability	273	12.03%	291	11.56%	18	06.59%			
	Targeted Disability*	42	01.85%	43	01.71%	1	02.38%			
	1. <b>Total Number of Applications Received From Persons With Targeted Disabilities</b> during the reporting period.						***			
	2. <b>Total Number of Selections of Individuals with Targeted Disabilities</b> during the reporting period.						6			
<b>PART III Participation Rates In Agency Employment Programs</b>										
<b>Other Employment/Personnel Programs</b>	<b>TOTAL</b>	<b>Reportable Disability</b>		<b>Targeted Disability</b>		<b>Not Identified</b>		<b>No Disability</b>		
		#	%	#	%	#	%	#	%	
3. Competitive Promotions	174	18	10.34%	0	00.00%	5	02.87%	151	86.78%	
4. Non-Competitive Promotions	70	10	14.29%	0	00.00%	3	04.29%	57	81.43%	
5. Employee Development/Training	***	***	***	***	***	***	***	***	***	
5.a. Grades 5 - 12	***	***	***	***	***	***	***	***	***	
5.b. Grades 13 - 14	***	***	***	***	***	***	***	***	***	
5.c. Grade 15/SES Development Training	***	***	***	***	***	***	***	***	***	
6. Employee Recognition and Awards	---	---	---	---	---	---	---	---	---	
6.a. Time-Off Awards (Total hrs awarded)	7,468	952	12.75%	124	01.66%	106	01.42%	6,286	84.17%	
6.b. Cash Awards (total \$\$\$ awarded)	\$1,524,861	\$168,465	11.05%	\$21,243	01.39%	\$41,996	02.75%	\$1,293,157	84.80%	
6.c. Quality-Step Increase	55	5	09.09%	2	03.64%	1	01.82%	47	85.45%	

<p><b>Part IV</b></p> <p>Identification and Elimination of Barriers</p>	<p>Barriers:</p> <ol style="list-style-type: none"> <li>1. Selecting officials lack a functional knowledge of special hiring authorities.</li> <li>2. Supervisors and managers lack a functional knowledge of DLA Land and Maritime's new reasonable accommodation procedures.</li> <li>3. Failure to target recruitment efforts to events where there is high probability applicants with knowledge and skills related to DLA Land and Maritime's Mission Critical Occupations (MCO) who are also Individuals with Targeted Disabilities (IwTDs) will be in attendance. In particular, veterans with disabilities.</li> <li>4. Failure to recruit Workforce Recruitment Program (WRP) summer interns with educational backgrounds that compliment DLA Land and Maritime MCOs, that are ready for permanent employment at the end of the internship, and are IwTDs.</li> <li>5. Failure of selecting officials to hire IwTD candidates for the Defense Logistics Agency (DLA) Pathways to Career Excellence (PaCE) Program.</li> <li>6. Failure to institutionalize recognition and awards for selecting officials who increase their workforce's IwTD participation rate to 2%.</li> </ol> <p>Plans to eliminate barriers:</p> <ol style="list-style-type: none"> <li>1. Publicity and training regarding special hiring authorities and DLA Land and Maritime's reasonable accommodation procedures will be finalized and institutionalized throughout the Agency using electronic media as well as traditional publicity and classroom training.</li> <li>2. Recruitment plans will be refined to target veterans with disabilities and WRP students who have DLA Land and Maritime MCO knowledge and skills.</li> <li>3. Increase the applicant and candidate pool of IwTDs for the DLA Land and Maritime Pathways to Career Excellence (PaCE) Program and selecting officials' awareness of DLA Land and Maritime's 2% goal.</li> <li>4. Identify recognition and awards for selecting officials who increase their workforce's IwTD participation rate to 2% High-level Positions.</li> </ol>
<p><b>Part V</b></p> <p>Goals for Targeted Disabilities</p>	<p>DLA has identified Workforce Development as one of three strategic focus areas for FY 2010 – FY 2017 and IwTD as one of its four focus groups. Goals include increasing the workforce participation rate of IwTDs in High-level Positions to 2% by FY 2017; identifying career development opportunities for DLA Land and Maritime employees with targeted disabilities; and enhancing management's awareness and use of personnel tools that will increase their hiring of IwTDs.</p> <p>See plans to eliminate barriers above for more details.</p>

\*\*\* = Data is not currently being collected.

Data shown includes full-time and part-time permanent and temporary employees in a pay status. Please see Data Definitions for a listing of the Nature of Action codes that are included for Time-Off awards, Cash Awards, and Quality-Step Increase.

## Appendix A: Definitions

The following definitions apply to this Directive:

**Applicant:** A person who applies for employment.

**Applicant Flow Data:** Information reflecting characteristics of the pool of individuals applying for an employment opportunity.

**Barrier:** An Agency policy, principle, practice or condition that limits or tends to limit employment opportunities for members of a particular gender, race or ethnic background or for an individual (or individuals) based on disability status.

**Disability:** For the purpose of statistics, recruitment, and targeted goals, the number of employees in the workforce who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purposes, the definition contained in 29 C.F.R. § 1630.2 applies.

**Civilian Labor Force (CLF):** Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.

**Employees:** Members of the Agency's 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.

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

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

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

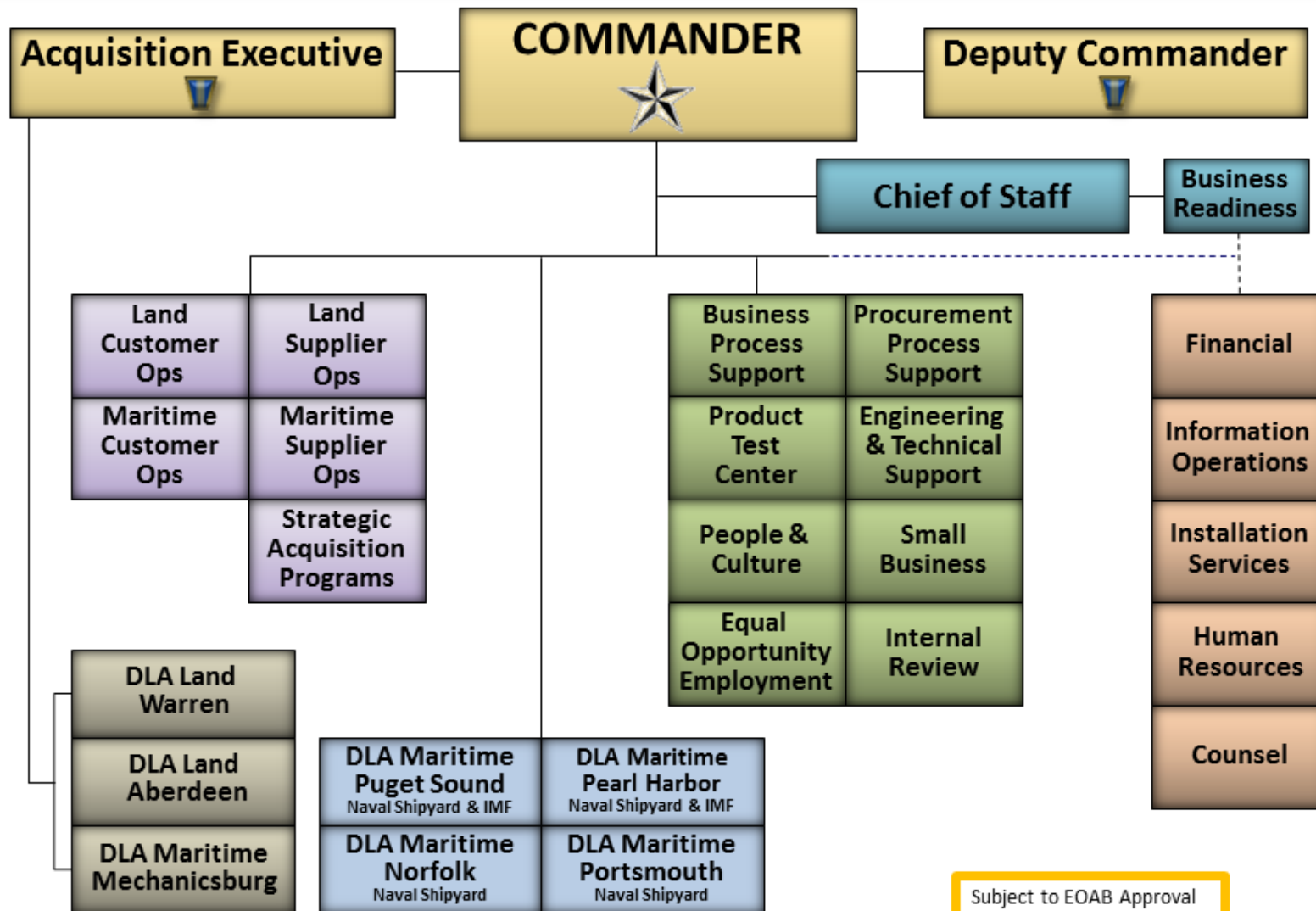
**Relevant Labor Force:** The source from which an Agency draws or recruits applicants for employment or an internal selection such as a promotion.

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

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



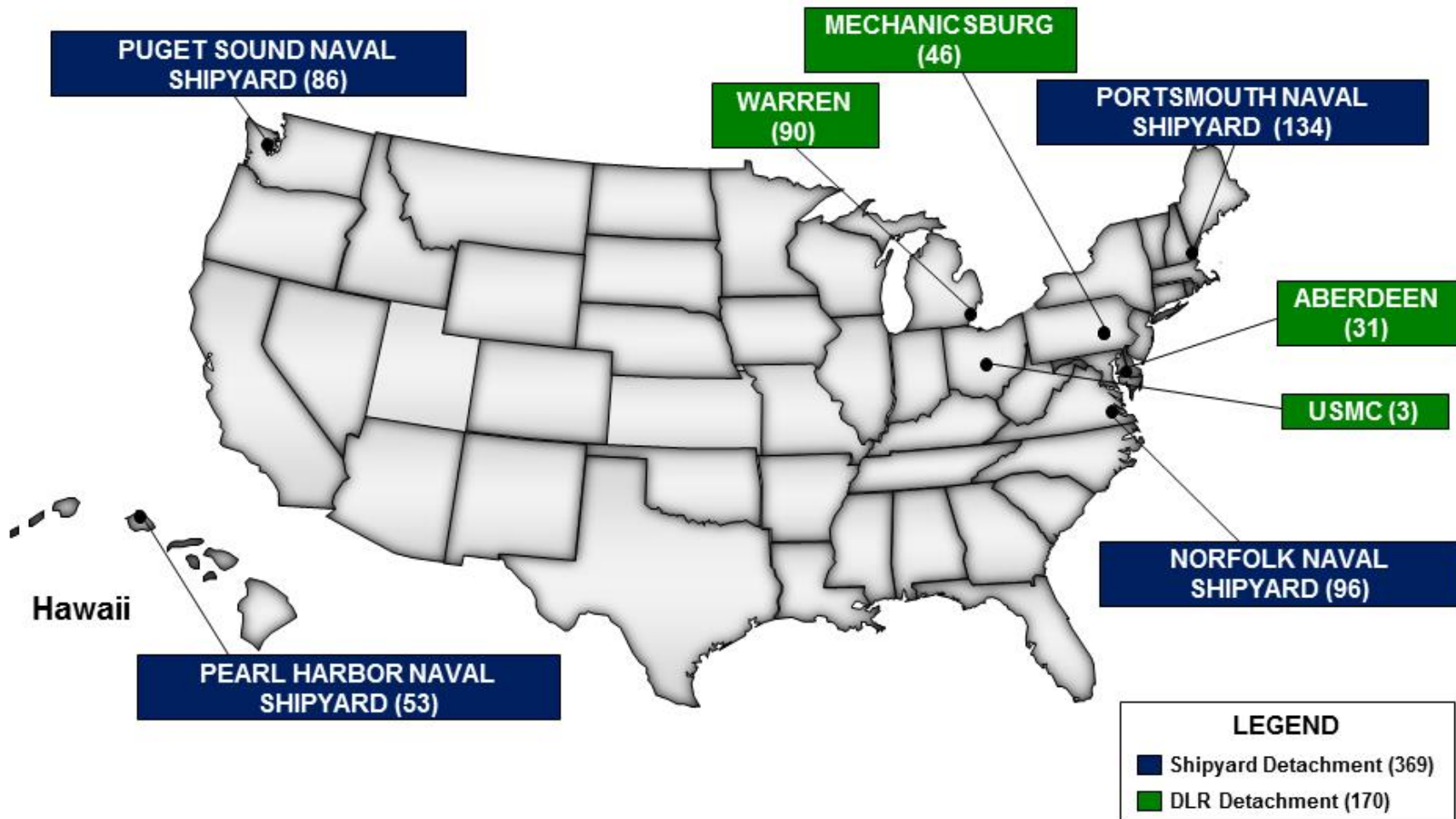
# Organizational Orientation Organization Chart



Subject to EOAB Approval



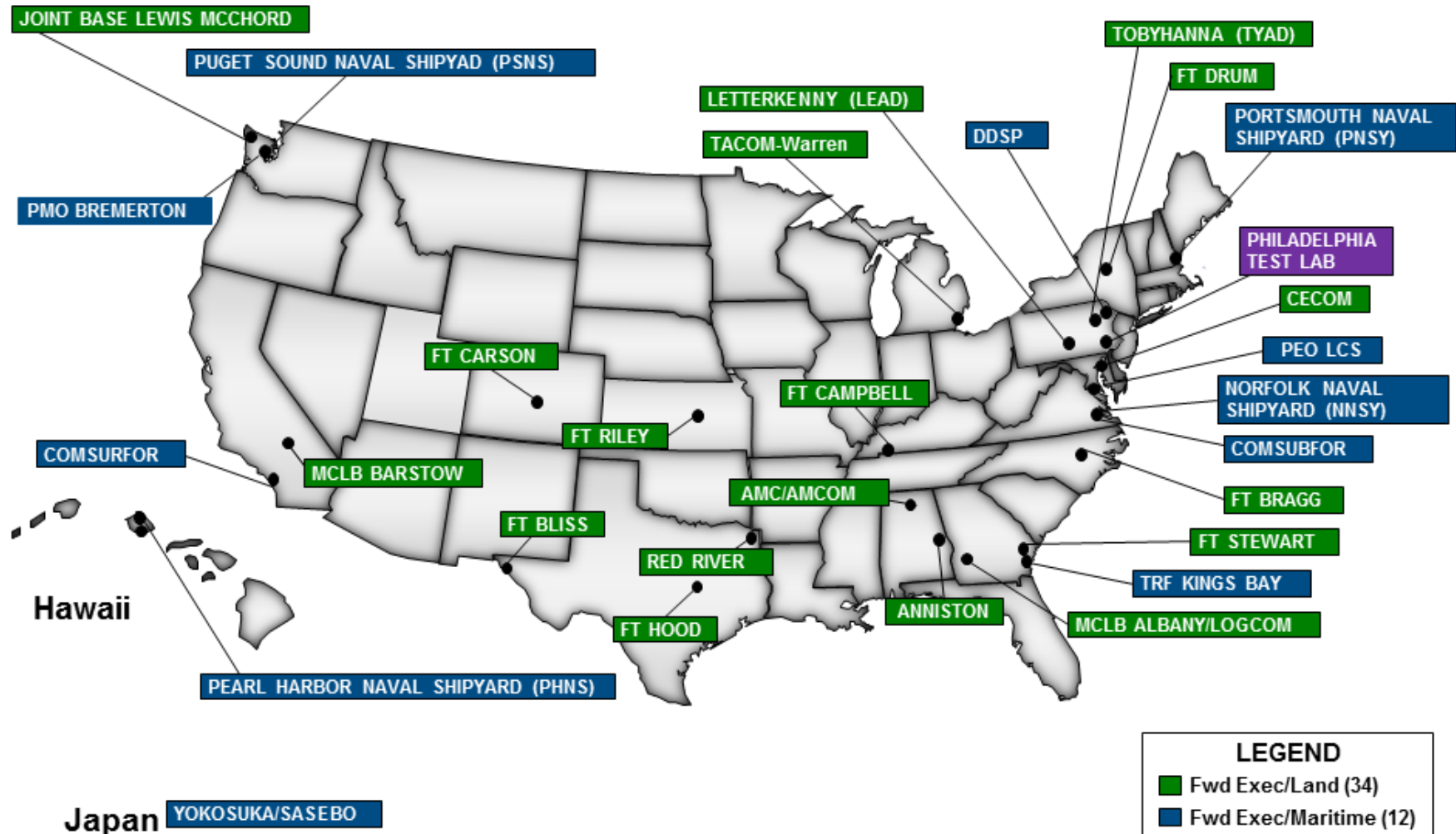
# Organizational Orientation Detachments



**8 Total Locations with 539 People**



# DLA Land and Maritime Forward Execution



**30 Total Locations with 69 People**



## Appendix C: Policy Statements



**DEFENSE LOGISTICS AGENCY  
LAND AND MARITIME  
P.O. BOX 3990  
COLUMBUS, OHIO 43218-3990**

MEMORANDUM FOR DLA LAND AND MARITIME

DEC 14 2016

**SUBJECT: Workplace Harassment Prevention and Response Policy Statement**

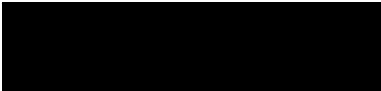
DLA Land and Maritime is committed to providing an environment free of harassment. I remind all personnel that DLA Land and Maritime will not tolerate any form of harassment, nor will it tolerate any form of retaliation against those complaining about harassment or those participating in an investigation concerning harassment.

"Harassment" is any unwelcome verbal or physical conduct that shows hostility or aversion towards a person because of race, color, religion, sex, gender identity, sexual orientation, national origin, age, genetic information, physical or mental disability, or reprisal for participating in a protected activity for the purpose or effect of creating a hostile or offensive work environment. This prohibition applies to anyone in the DLA Land and Maritime work place, including supervisors, employees, contractors, or visitors.

Any person encountering harassment is encouraged to inform the offending person their behavior is unwelcome and to place them on notice that their actions are offensive. Any employee who perceives he or she is a victim of harassment, or subject to harassment, is strongly encouraged to report the incident orally or in writing through their chain of command or the Equal Employment Opportunity Office and request steps be taken to resolve the situation.

Employees may seek assistance through reports to supervisors, the Equal Employment Opportunity Office, or to their organization's Employee Relations Specialist. DLA Land and Maritime will protect the confidentiality of harassment complaints to the best extent possible. Based on the nature and context, supervisors will take timely and appropriate action to resolve the complaint, including appropriate disciplinary action when warranted.

Managers and supervisors shall ensure this policy is strictly enforced and fully understood by the entire workforce. A copy of this policy statement will be posted on all official bulletin boards. If you have any questions, please contact the Office of Equal Employment Opportunity and Diversity at (614) 692-2577 or DSN 850-2577.

  
M. C. SKUBIC  
RDML, SC, USN  
Commander





**DEFENSE LOGISTICS AGENCY  
LAND AND MARITIME  
P.O. BOX 3990  
COLUMBUS, OHIO 43218-3990**

DEC 14 2016

**MEMORANDUM FOR DLA LAND AND MARITIME**

**SUBJECT: Sexual Harassment Policy Statement**

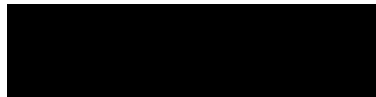
Sexual harassment is defined by the U.S. Equal Employment Opportunity Commission (EEOC) as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when submission to such conduct is made, explicitly or implicitly, a term or condition of a person's employment; submitting to or rejecting such conduct is used as a basis for employment decisions affecting the person; or has the purpose or effect of interfering with a person's work performance or creating an intimidating, hostile, or offensive work environment.

I remind all personnel of their obligation to ensure that sexual harassment does not occur within the DLA Land and Maritime workforce. DLA has a zero tolerance policy for sexual harassment. Sexual harassment is a form of sex discrimination and is against the law. It is demoralizing to anyone subjected to it and interferes with mission accomplishment. Warfighter support, productivity and morale suffer in an environment of sexual harassment. Sexual harassment, in any form, will not be tolerated or condoned. It is the responsibility of managers and supervisors to ensure that complaints of sexual harassment are directed to the proper channels, examined impartially, and resolved promptly.

DLA Land and Maritime employees, contractors, or applicants for employment should report allegations of sexual harassment as soon as possible. Reports of harassment can be made to anyone, including employees, managers, supervisors and the DLA Land and Maritime Equal Employment Opportunity and Diversity Office. DLA Land and Maritime leadership will quickly investigate sexual harassment allegations.

Supervisors are expected to discuss DLA Land and Maritime policy regarding sexual harassment with all employees, to include assuring them that they are not to endure insulting, degrading, or exploitive sexual treatment. Management and supervisory personnel will ensure that this policy is strictly enforced and fully understood by the entire workforce.

A copy of this policy statement will be posted on all official bulletin boards. If you have any questions, please contact the Office of Equal Employment Opportunity and Diversity at (614) 692-2577 or DSN 850-2577.



**M. C. SKUBIC  
RDML, SC, USN  
Commander**



**DEFENSE LOGISTICS AGENCY**  
**LAND AND MARITIME**  
**P.O. BOX 3990**  
**COLUMBUS, OHIO 43218-3990**

DEC 14 2016

**MEMORANDUM FOR DLA LAND AND MARITIME**

**SUBJECT: Equal Employment Opportunity Policy Statement**

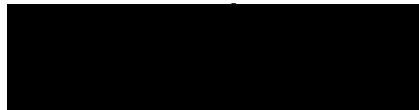
Equal employment opportunity is a vital and fundamental right of every individual. As Commander of DLA Land and Maritime, I am committed to ensuring that all employees and job applicants are fully accorded equal employment opportunities regardless of race, color, religion, sex, gender identity, sexual orientation, national origin, age, genetic information, and physical or mental disability in an environment of hard work, respect and integrity. Discrimination on these bases will not be tolerated.

I personally commit to the principles of Equal Opportunity and to taking affirmative measures to incorporate these principles into three major DLA areas of focus: warfighter support, stewardship excellence, and workforce development.

The responsibility for an effective Equal Employment Opportunity (EEO) Program resides with all DLA Land and Maritime employees. Nonetheless, I expect all supervisors and managers to foster a work environment where equal employment opportunities are provided to all employees, enabling each to reach their full potential and contribute their best efforts to the DLA mission. All selection decisions will be based on individual qualifications and criteria for the job being filled. Employees will be offered training and development to enhance their competencies and will be recognized for their mission related accomplishments.

All DLA employees have the right to file complaints of employment discrimination. Employees who exercise their rights under Title VII of the Civil Rights Act of 1964, as amended, and other related statutes will not be subjected to reprisal or retaliatory actions. Complaints of discrimination will be addressed fairly and expeditiously. Managers will be engaged toward effectively resolving any issues or concerns raised in the EEO complaint administrative process at the lowest level possible. Alternative Dispute Resolution (ADR) techniques will be encouraged when viewed most applicable. Allegations of discrimination should be brought to the attention of supervisory personnel as soon as possible. Individuals may also contact the DLA Land and Maritime Office of Equal Employment and Diversity to file EEO complaints of discrimination within 45 days of the event.

A copy of this policy statement will be posted on all official bulletin boards. If you have any questions, please contact the Office of Equal Employment Opportunity and Diversity at (614) 692-2577 or DSN 850-2577.



**M. C. SKUBIC**  
**RDML, SC, USN**  
**Commander**



DEFENSE LOGISTICS AGENCY  
LAND AND MARITIME  
P.O. BOX 3990  
COLUMBUS, OHIO 43218-3990

MEMORANDUM FOR DLA LAND AND MARITIME

DEC 14 2016

SUBJECT: Reasonable Accommodations Policy Statement

As Commander of DLA Land and Maritime, I am committed to ensuring all qualified associates and applicants with disabilities receive reasonable accommodations. Through a change or adjustment in the work environment, individuals with disabilities will be afforded equal opportunity to accomplish the essential functions of their jobs and the rights, benefits and privileges of employment.

Employees may request a reasonable accommodation through their supervisor, second line supervisor and/or the Disability Program Manager. Applicants for positions will use the point of contact indicated in the vacancy announcement and/or the selecting official when requesting a reasonable accommodation.

I expect the reasonable accommodation process to be an interactive discussion where the requestor and decision maker collaborate on providing the appropriate accommodation. The accommodation granted may vary from the original request, but one constant remains – it must be effective. This is to be done on a case-by-case basis and will vary depending on the needs of the person and the nature of their job.

It is a DLA Land and Maritime commitment to ensure individuals with disabilities receive consideration, with a focus on their abilities and contributions. Furthermore, the concept of equal opportunity and full participation in all terms, conditions, and benefits of employment are applicable to all current and future employees.

For more information on reasonable accommodation, please contact the Disability Program Manager located in the Office of Equal Employment Opportunity and Diversity at (614) 692-2574 or DSN 850-2574. A copy of this policy statement will be posted on all official bulletin boards.



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MEMORANDUM FOR DLA LAND AND MARITIME

DEC 14 2016

SUBJECT: Diversity Policy Statement

Diversity is a strategic imperative for DLA Land and Maritime, requiring an action plan to institutionalize a diversity consciousness focused on inclusion, hard work, respect, and integrity within our culture.

We provide supply chain solutions to the greatest military in the world. We are a nation that welcomes and encourages the active participation of every citizen by valuing people and their differences. We are a nation whose demographic makeup continually changes, reflecting the growth of minority populations – both old and new – and a steady influx of new immigrants.

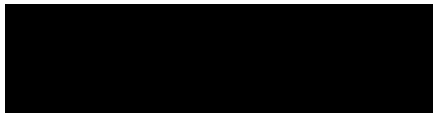
**Diversity is critical to mission accomplishment and performance.**

Everyone in DLA Land and Maritime contributes to mission success and everyone brings to that collective effort unique capabilities and individual talent. Like any organization in times of transformation and change, we have an opportunity to thrive on the infusion of new ideas and the diversity of thought. When we embrace understanding the mores, customs and ideals of diverse cultures, as well as the perspectives of other people, we enhance our ability to promote democracy in times of peace or war.

**Embracing diversity is the responsibility of leadership.**

DLA Land and Maritime will promote a culture that embraces diversity. Through effective communication, education, policy and programs, we will cultivate a work environment wherein individuals are valued and respected. We will recruit, develop and retain leaders from our nation and within our workforce for all occupations and develop a workforce that reflects the diversity of individuals that make up our country. Diversity is a corporate asset that enables us to provide unparalleled support to our customers. We are committed to improving that strength.

A copy of this policy statement will be posted on all official bulletin boards. If you have any questions, please contact the Office of Equal Employment Opportunity and Diversity at (614) 692-2577 or DSN 850-2577.



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MEMORANDUM FOR DLA LAND AND MARITIME


DEC 14 2016

SUBJECT: Employment of People with Disabilities Policy Statement

As Commander of DLA Land and Maritime, I am personally committed to the objectives of the Disability Employment Program. I am committed to ensuring all associates and applicants with disabilities are afforded equal opportunity. Our goal is to ensure the full participation of people with disabilities in a wide variety of job series.

I will periodically review our progress to ensure individuals with disabilities are receiving proper consideration. I solicit your consideration and support to promote the employment of individuals with disabilities. I expect the complete support of all our managers, supervisors, and associates to effectively work toward the full realization of equal employment opportunity for the Land and Maritime workforce.

A copy of this statement will be posted on all official bulletin boards. If you have any questions, please contact the Office of Equal Employment Opportunity and Diversity at (614) 692-2577 or DSN 850-2577.

  
M. C. SKUBIC  
RDML, SC, USN  
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DEC 14 2016

MEMORANDUM FOR DLA LAND AND MARITIME

SUBJECT: Policy Statement on Sexual Orientation and Gender Identity Harassment and Discrimination

DLA Land and Maritime values the contributions and service provided to this country by all service members and civilians, including Lesbian, Gay, Bi-Sexual and Transgender (LGBT) individuals.

DLA is committed to ensuring all members of our workforce are treated with dignity and respect. We strive to promote a work environment that is free from sexual orientation and gender identity discrimination, in accordance with existing federal law and Equal Employment Opportunity guidelines. Every member of the DLA workforce, which includes LGBT individuals, should be able to perform their duties free from any unlawful discrimination or harassment. Harassment based on sexual orientation or gender identity is sex discrimination and is illegal under Title VII of the Civil Rights Act of 1964, as amended.

At DLA Land and Maritime we are committed to maintaining a culture and climate where each and every member is safe, supported and granted equal opportunity to contribute to the success of the Agency. We each share the responsibility to promote a dignified and inclusive workplace where our team members are resilient, valued and ready to respond to all challenges and provide exemplary service to the Warfighter and other valued customers.

Directors, managers and supervisors are expected to model appropriate leadership behavior and set the example for the entire workforce. "We provide Warfighter Logistics Excellence through Accountability, Teamwork, Urgency, Agility, and Innovation Built upon a Commitment to Integrity, Diversity, and Mutual Trust and Respect." Harassment directed at any employee is prohibited. Any employee who believes they have been subjected to harassment because of their sexual orientation or gender identity should immediately report it to a manager or supervisor, or contact the DLA Land and Maritime Equal Employment Opportunity and Diversity Office.

A copy of this policy statement will be posted on all official bulletin boards. Please contact the Office of Equal Employment Opportunity and Diversity (EEO) at (614) 692-2577 or DSN 850-2577.

[REDACTED]

M. C. SKUBIC  
RDML, SC, USN  
Commander