



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

IN REPLY
REFER TO

DO

JUN 28 2004

MEMORANDUM FOR DLA CORPORATE BOARD
DLA DIRECTOR'S STAFF
COMMANDERS, DLA FIELD ACTIVITIES

SUBJECT: Representation, Dispute Prevention, Resolution, and Efficient Processing

The U.S. Equal Employment Opportunity Commission recently published its Annual Report on the Federal Workforce Fiscal Year 2003. I read with interest the profile narratives for Defense Logistics Agency (DLA) which: (1) highlight workforce participation rates for minorities, women, and employees with targeted disabilities in DLA; (2) reflect data concerning our success in implementing alternative dispute resolution (ADR) activities in the discrimination complaint process; (3) measure equal employment opportunity (EEO) complaint activities; (4) list money paid for corrective actions and settlements; and (5) list average time to process complaints.

The good news is the participation of women, Blacks, and employees with targeted disabilities, overall in the permanent DLA workforce, is at or well above the Federal Government-wide participation rates. The bad news is we lag behind the Federal Government-wide participation rates for Hispanics and Asians/Pacific Islanders. Our ADR usage numbers are low, and we are taking too long to process EEO complaints. A summary of DLA's performance against Federal Government-wide, Army, Navy, and Air Force performance is attached for your review.

We must do better to improve representation in those areas where we are lagging. We must take proactive measures to reduce workplace disputes that can end up in the EEO complaints process and impact on our ability to support America's warfighter. I want to underscore that DLA is firmly committed to using ADR to resolve workplace disputes. Our ADR program is called **RESOLVE** (**R**each **E**quitable **S**olutions **V**oluntarily and **E**asily). Used properly and under the appropriate circumstances, **RESOLVE** can provide faster and less expensive results, while at the same time improving workplace communication, morale, and productivity. When contacted, Agency management officials must participate in ADR or EEO counseling processes in a timely manner and in good faith. If a resolution is not achieved in either process, DLA management officials have a responsibility to make themselves available and to cooperate in the investigation and hearing stages. Everyone involved in the process (management, EEO, Human Resources, and Counsel) must aggressively reduce the administrative time to process EEO complaints within their scope of responsibility. Where delays in the process under DLA control are identified, steps must be taken to reduce or eliminate them.



I have asked the DLA Director of EEO to keep me informed of DLA's progress in these areas. I ask you to reiterate my expectations to the leadership in your activities and organizations and that you receive a regular report from your servicing EEO office addressing these key areas. To read more information on the report, please download it from the following Web site:
<http://www.eeoc.gov/federal/fsp2003/index.html>.



KEITH W. LIPPERT
Vice Admiral, SC, USN
Director

Attachment

cc:
DLA Equal Employment Managers
DLA Chief Counsels
Director, CSO-C
Director, CSO-N