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DLA CIVILIAN PERSONNEL MANAGEMENT

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STATISTICAL INDICATORS REPORT

DEPARTMENT OF DEFENSE

DEFENSE LOGISTICS AGENCY

Cameron Station,
Alexandria, Virginia
22304-6100

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**DEFENSE LOGISTICS AGENCY
HEADQUARTERS
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ALEXANDRIA, VIRGINIA 22304-6100**

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FOREWORD

The Statistical Indicators Report is a summary of representative indicators from each Primary Level Field Activity and operating personnel office in DLA. These statistics are one form of measurement in the evaluation of our civilian personnel programs.

This report:

- allows Commanders and Civilian Personnel Officers (CPOs) to compare their personnel operations with other DLA activities and to DLA as a whole;
- permits CPOs to analyze trends or problems; and
- provides Principal Staff Elements with one measure of personnel management effectiveness in the Agency.

Anthony W. Hudson

**ANTHONY W. HUDSON
Staff Director
Civilian Personnel**

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	Number		Number
DCSC	7	DLA-A	1
DESC	7	-B	3
DFSC	5	-C	1
DGSC	7	-E	1
DISC	7	-G	2
DPSC	7	-I	1
DDMP	7	-J	1
DDMT	7	-K	20
DDOU	7	-L	9
DDRW	7	-M	2
DASC	7	-O	1
DIPEC	5	-P	2
DLSC	5	-Q	5
DRMS	7	-S	1
DSAC	5	-U	1
DTIC	5	-W	1
DCMD SOUTH	7	-X	1
DCMD NORTHEAST	7	-Y	1
DCMD NORTH CENTRAL	7	-Z	1
TMO CLEVELAND	5	DLA-CB	1
TMO DALLAS	5	DLA-CI	1
DCMD WEST	7	DLA-CO	1
TMO NEW YORK	7	DLA-DQ	1
DCMD MID ATLANTIC	5	DCPSO	4
TMO ST LOUIS	5	DQMSO	1
DFC	3	DCMC-D	1
DNSC	3	DCMC-I	2

NOTE: PLFAs are requested to provide a copy of this report to their EEO office.

TABLE OF CONTENTS

FOREWORD. i

DISTRIBUTION.iii

INTRODUCTION.vii

HIGHLIGHTS. ix

AVERAGE STRENGTH.x

GEOGRAPHICAL DISTRIBUTION OF THE WORKFORCE. xi

COMPOSITION OF THE WORKFORCE.xii

STRENGTH.1

LOSSES FROM THE PERMANENT WORKFORCE. 2

ACCESSIONS TO THE PERMANENT WORKFORCE. 4

COLLEGE CALIBER INPUT. 6

AVERAGE TIME TO FILL VACANCIES. 8

EMPLOYEE SIGNIFICANT RECOGNITION. 10

QUALITY INCREASES.12

EMPLOYEE SUGGESTIONS. 14

DISCIPLINARY AND CORRECTIVE ACTIONS.16

SICK LEAVE. 18

SUPERVISORY RATIO.20

EEO COMPLAINTS. 22

TIMELY PROCESSING OF EEO COMPLAINTS.24

MAJOR PARITY INDEX GOALS. 26

AVERAGE GRADE.28

CONTINUATION OF PAY.30

SUPERVISORY AND MANAGERIAL TRAINING.32

GRIEVANCES. 34

HANDICAPPED INDIVIDUALS PROGRAM.35

WORKFORCE AGE.36

APPENDIX. 37

INTRODUCTION

This Statistical Indicators Report (SIR) for the Fiscal Year, FY 1990, is one segment of the civilian personnel management and EEO evaluation process. The Report is used by Headquarters DLA for staff review of program areas which can be measured statistically and by field activities for continuing self-evaluation.

The format of the Report is designed with the manager in mind. Program narrative is divided into three segments: (1) a definition of the item measured, (2) the standard for measurement (where applicable) and, (3) comments on significant developments, trends, and problems. In most cases, two charts are included. The first compares current year statistics with those of the previous years. The second provides a comparison of activities within DLA for the current reporting period.

Strength data and statistics produced through automated data processing systems include U. S. citizen employees overseas. Statistics covering awards, suggestions, disciplinary and corrective actions, sick leave, and staffing ratios exclude these overseas people. All statistics in this report exclude direct and indirect hire foreign nationals.

The SIR summarizes program data but does not prescribe corrective action. Commanders are expected to initiate appropriate action under existing personnel management authority where remedial action or the need for improvement is indicated. When necessary, Headquarter's guidance, action, or policy changes will be provided by separate correspondence or published instructions.

SPECIAL NOTE: For purposes of maintaining a comparable data base for the primary level field activities during FY 1990, the data for the nine Defense Contract Management Regions which were consolidated into five Defense Contract Management Districts (DCMDs) during the fourth quarter of the fiscal year has generally been maintained in the nine organization format for the entire year. Program statistics will be reported for the DCMDs beginning with the FY 1991 SIR.

STATISTICAL INDICATORS REPORT HIGHLIGHTS

Fiscal Year 1990 highlights of special interest to DLA managers are:

a. Employment: (page 1)

Agency strength increased by 7.6% largely due to the consolidation of functions from the military services.

b. Turnover of the Permanent Workforce: (pages 2-5)

During FY 1990, the loss rate for permanent employees was 7.1%, including a quit rate of 4.1%. The accession rate was 16.3% primarily due to the consolidation of functions from the military services.

c. College Caliber Input: (page 6)

The Agency's rate for FY 1990 was 21.4%, bringing in 205 college caliber hires.

d. Average Time to Fill Vacancies: (page 8)

During FY 1990, internal source fills averaged 86 days, from receipt of the request in the personnel office to EOD date of selectee, while fills from external sources averaged 66 days. This is an increase of 8 days (internal) and a decrease of 6 days (external) over FY 1989.

e. Employee Suggestions: (page 14)

The adoption rate for FY 1990 was 47.2 against a goal of 60 per 1,000 employees. Reported benefits for the year totaled \$6,544,300.

f. Disciplinary and Corrective Actions: (page 16)

Disciplinary actions remained essentially the same as in FY 1989. There were 960 actions in FY 1990 or 1.79% of strength; Depots remain the largest users of such actions.

g. Sick Leave: (page 18)

Sick leave usage amounts to 72.4 hours per employee. This is an increase of .6 hours per employee over the FY 1989 rate of 71.8 hours.

h. Parity Index (PI): (page 26)

As of 30 September 1990, 37% of the DLA workforce was fully integrated in the eight major areas covered by PI goals. This represents a substantial improvement from FY 1989 when 29.5% of the workforce was fully integrated.

i. Grievances: (page 34)

The grievance rate increased slightly this year from .56% in FY 1989 to .60% during FY 1990.

AVERAGE STRENGTH

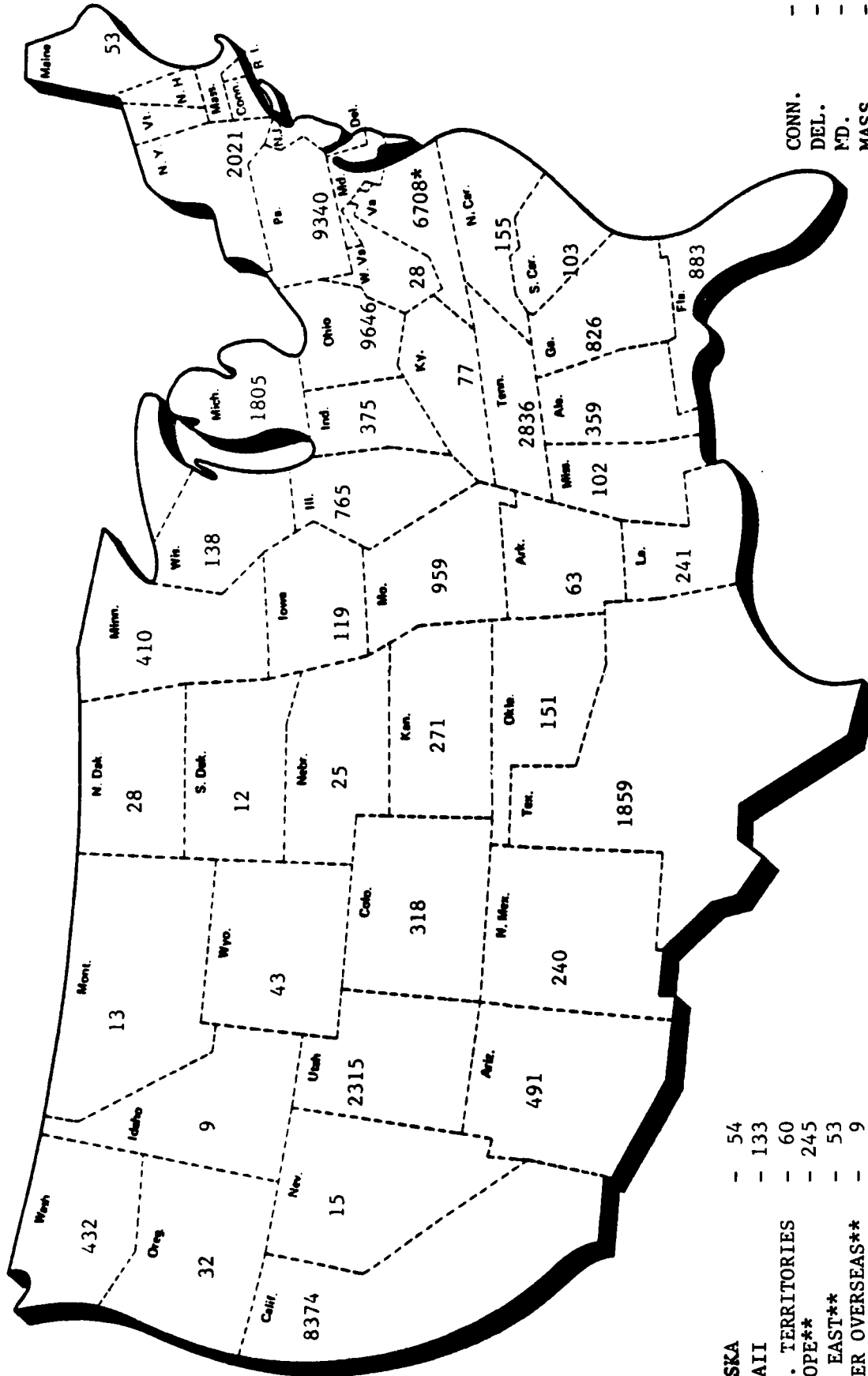
Average strength is used to calculate rates which are not based on end strength (such as gains and losses, recognition and awards, complaints/grievances and discipline).

Average strength is derived from the monthly DLA Comptroller's Report Number 679, DLA Manpower Actual Strength Report. The monthly strength figures are added together and divided by twelve. The actual strength figures include: permanent full-time and part-time (full-time equivalent), temporaries, and special programs (i.e., Summer Hires, Federal Junior Fellowship Program, Summer Employment Youth, Stay-In-School, and Worker Trainee Opportunity).

The average strength figures used for calculating FY 1990 data are indicated below:

DCSC	3090
DESC	2339
DFSC	854
EGSC	3212
DFSC	2159
DPSC	4411
DDMP	1341
DDMT	2169
DDOU	1752
DDRW	2220
DASC	635
DFC	1100
DIPEC	623
DLSC	801
DNSC	273
DRMS	3430
DSAC	1252
DTIC	391
ATLANTA	1933
BOSTON	2574
CHICAGO	1158
CLEVELAND	1876
DALLAS	1948
LOS ANGELES	3625
NEW YORK	2146
PHILADELPHIA	2184
ST. LOUIS	1758
HQ DLA	840
DLA MSAs	1602
TOTAL DLA	53696

GEOGRAPHICAL DISTRIBUTION OF DLA CIVILIAN EMPLOYEES
AS OF 30 SEPTEMBER 1990

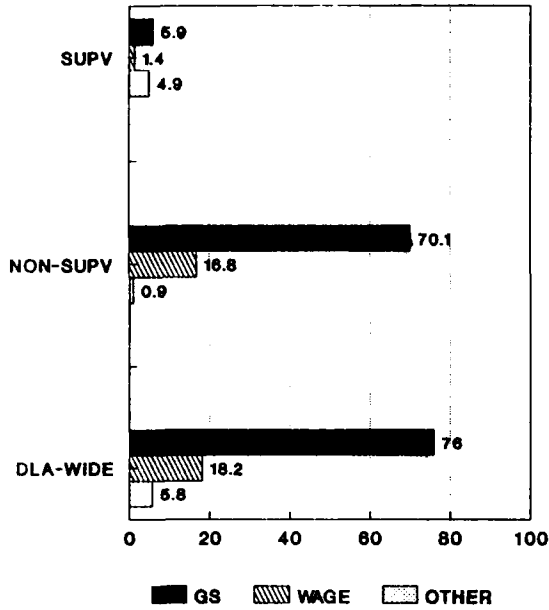


* INCLUDES 2,661 AT CAMERON STATION, ALEXANDRIA, VA
** EXCLUDES FOREIGN NATIONALS

COMPOSITION OF THE WORKFORCE

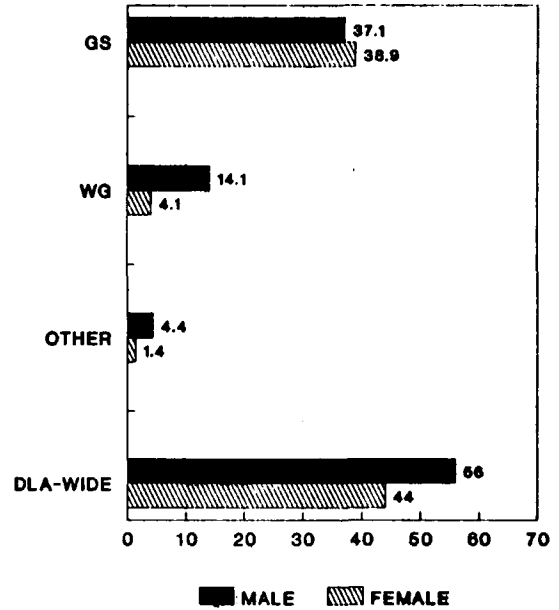
AS OF 30 SEPTEMBER 1990

DISTRIBUTION BY PAY SYSTEM



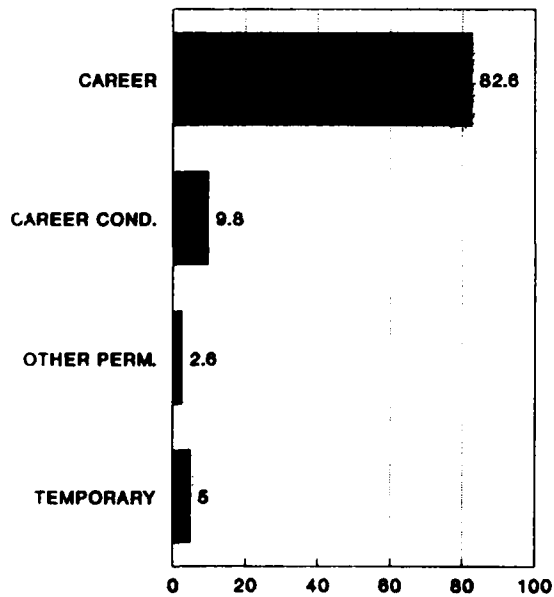
% OF STRENGTH

DISTRIBUTION BY SEX



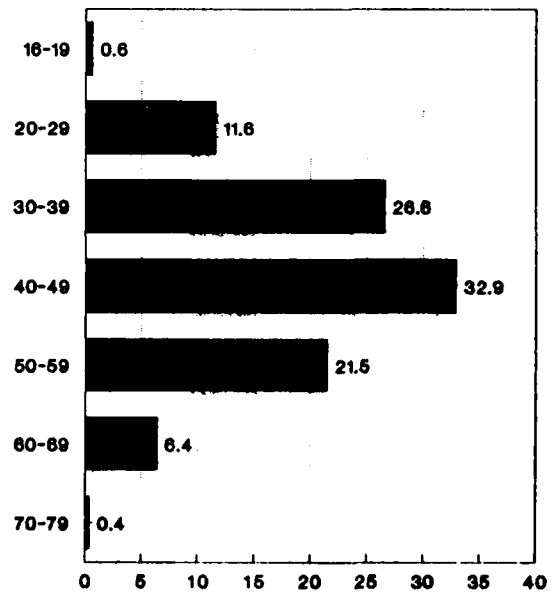
% OF STRENGTH

DISTRIBUTION BY TYPE OF APPOINTMENT



% OF STRENGTH

DISTRIBUTION BY AGE GROUPING

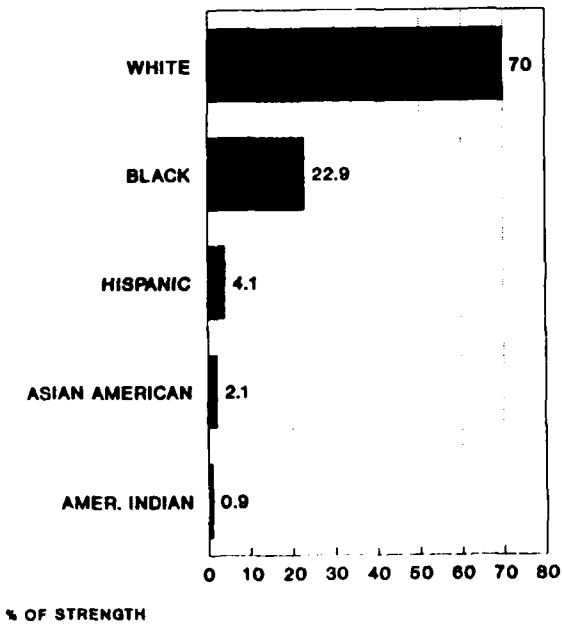


% OF STRENGTH

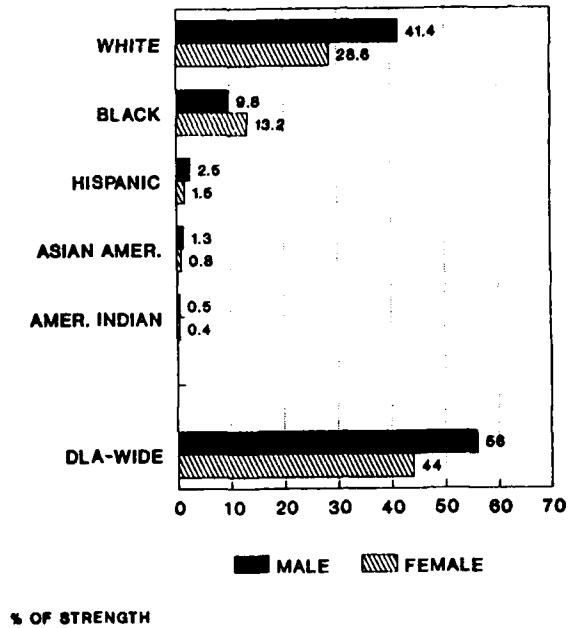
COMPOSITION OF THE WORKFORCE

AS OF 30 SEPTEMBER 1990

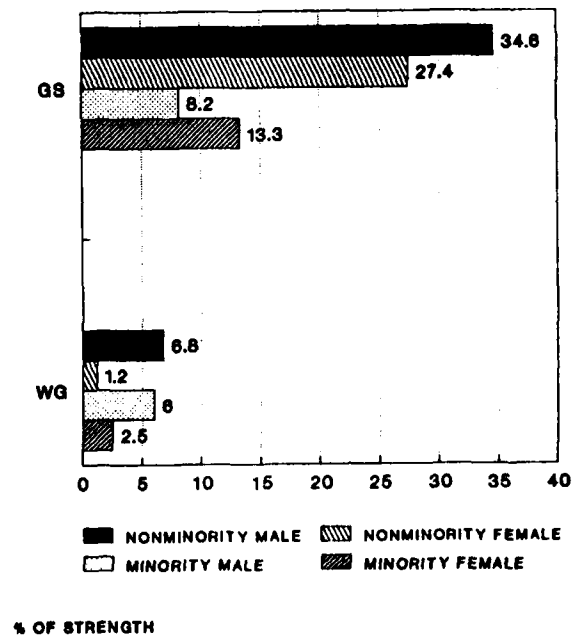
DISTRIBUTION BY RACE/
ETHNIC GROUP



DISTRIBUTION BY SEX,
RACE/ETHNIC GROUP



DISTRIBUTION BY PAY SYSTEM,
SEX, RACE/ETHNIC GROUP

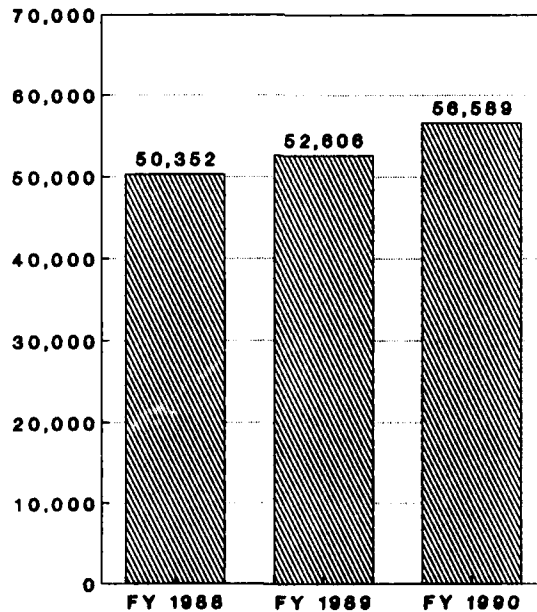


STRENGTH

Strength is the total number of employees (full-time and part-time) in pay status at the end of the reporting period. The permanent workforce consists of employees with career, career conditional, TAPER, or excepted permanent status.

The FY 1990 civilian employment level of 56,589, increased by 7.6% over the FY 1989 level of 52,606. This overall increase was distributed as follows: the Depots showed the greatest increase with 1,505 (21.4%) due to the consolidation of depot functions with the military services; the DCMRs increased 3,161 (17.3%) also because of the consolidation of contract management functions from the military services; the Service Centers remained essentially the same, (+3, 0%); the Supply Centers decreased by 917 (-5.6%) this fiscal year. Headquarters decreased by 22, and the MSAs increased by 253 for a net increase of 231 (10.1%).

**TREND IN CIVILIAN STRENGTH
(EXCLUDING FOREIGN NATIONALS)**



LOSSES

Losses are all employee separations from the DLA permanent workforce (including quits) except mass transfers. Quits are resignations and individual transfers to other Federal Agencies.

STANDARD: An annual quit rate of not more than 8% of the permanent workforce strength.

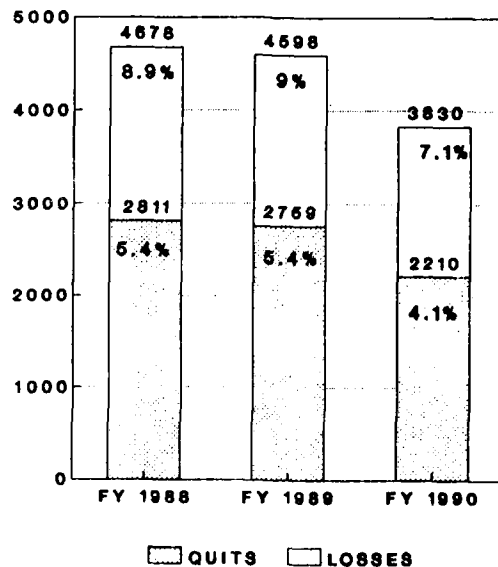
During FY 1990, 3,830 employees left the full-time permanent workforce for a loss rate of 7.1%, well below the FY 1989 rate of 9%. (The gross loss was 5,392 employees. Of this gross loss, 1,562 were transfers within DLA which do not count as a loss to DLA.) Quits represented 57.7% (2,210) of the losses, while retirements were 34.5% (1,320) and the remainder, 7.8% (301), were in other categories.

A breakout by major mission grouping shows DCMRs with the highest loss rate, 8.5%; followed by Supply Centers, 7.3%; Service Centers, 6.5%; and Depots, 4.5%.

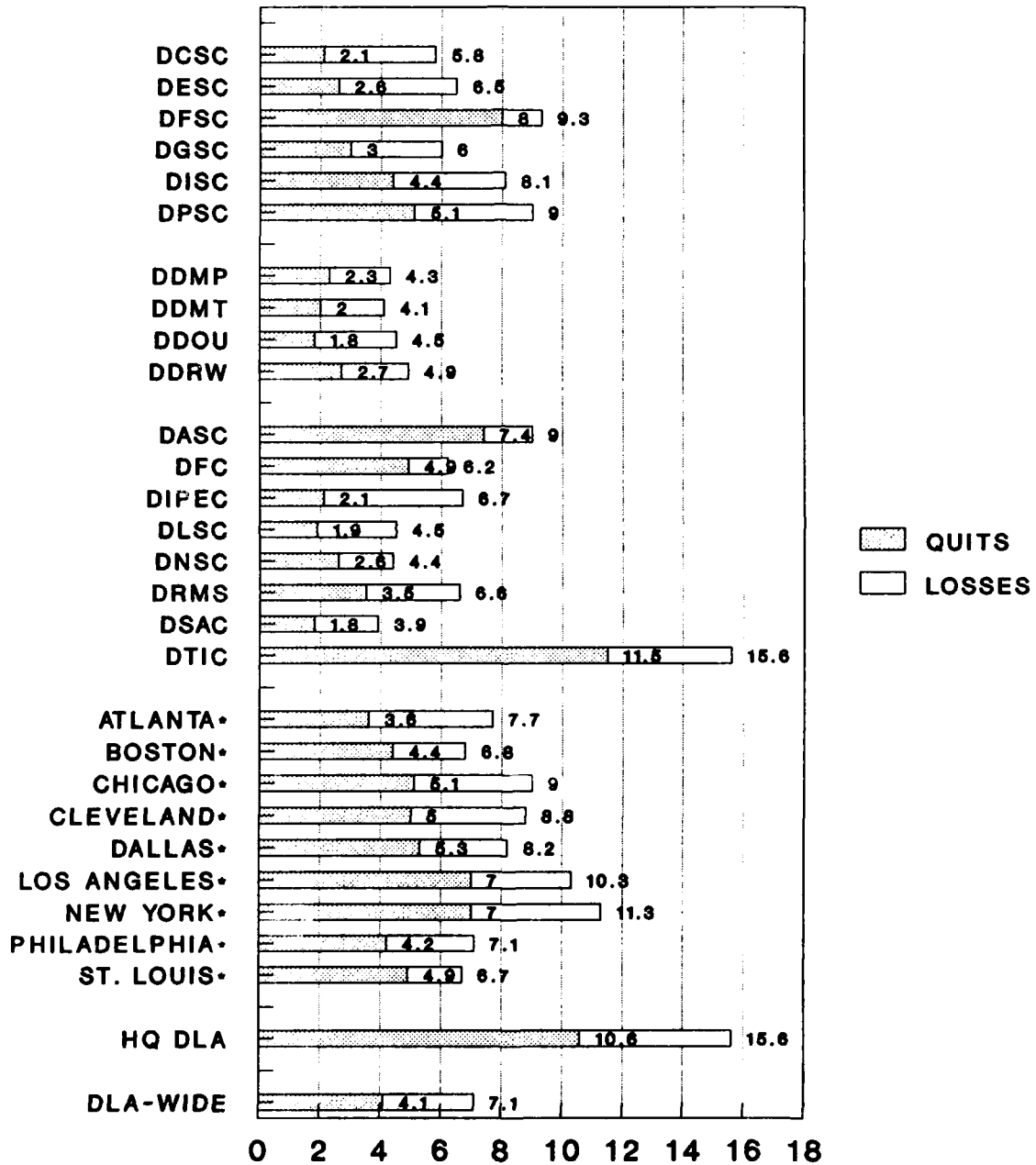
Quits totaled 2,210 for a rate of 4.1% of the DLA strength, well below the goal of not more than 8%.

Appendix Table 1 shows losses on an annual basis by major mission grouping for FY 1987 through FY 1990.

TRENDS IN LOSSES TO THE PERMANENT WORKFORCE



LOSSES FROM THE PERMANENT WORKFORCE (% PERMANENT STRENGTH) FY 1990



*DCMRS

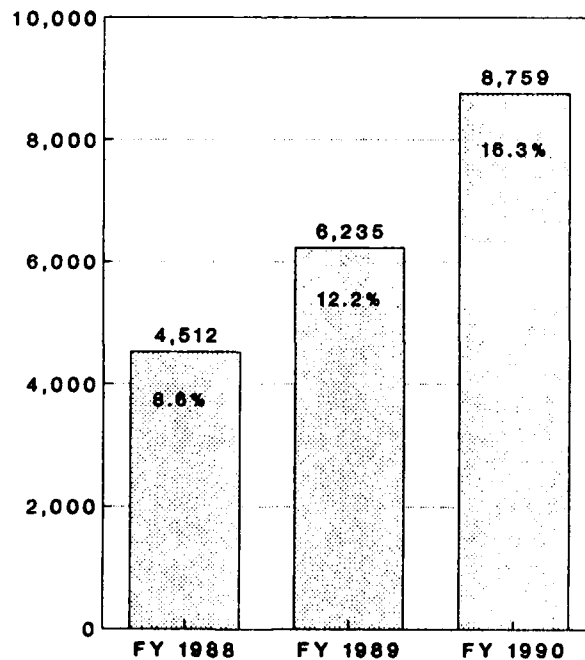
ACCESSIONS

Accessions are all employee gains to the DLA permanent workforce, except mass transfers.

During FY 1990 DLA hired 8,759 full-time permanent employees for a rate of 16.3% of strength. This represents a 229% replacement rate of losses for the same period compared to a 136% replacement rate last year. DCMRs led the way with an accession rate of 28.9% of strength (skewed by the consolidation of contract management functions from the military services), followed by Depots, 24.4% (also skewed by the consolidation of functions from the military services), Service Centers, 6.3%; and Supply Centers, 3.8%.

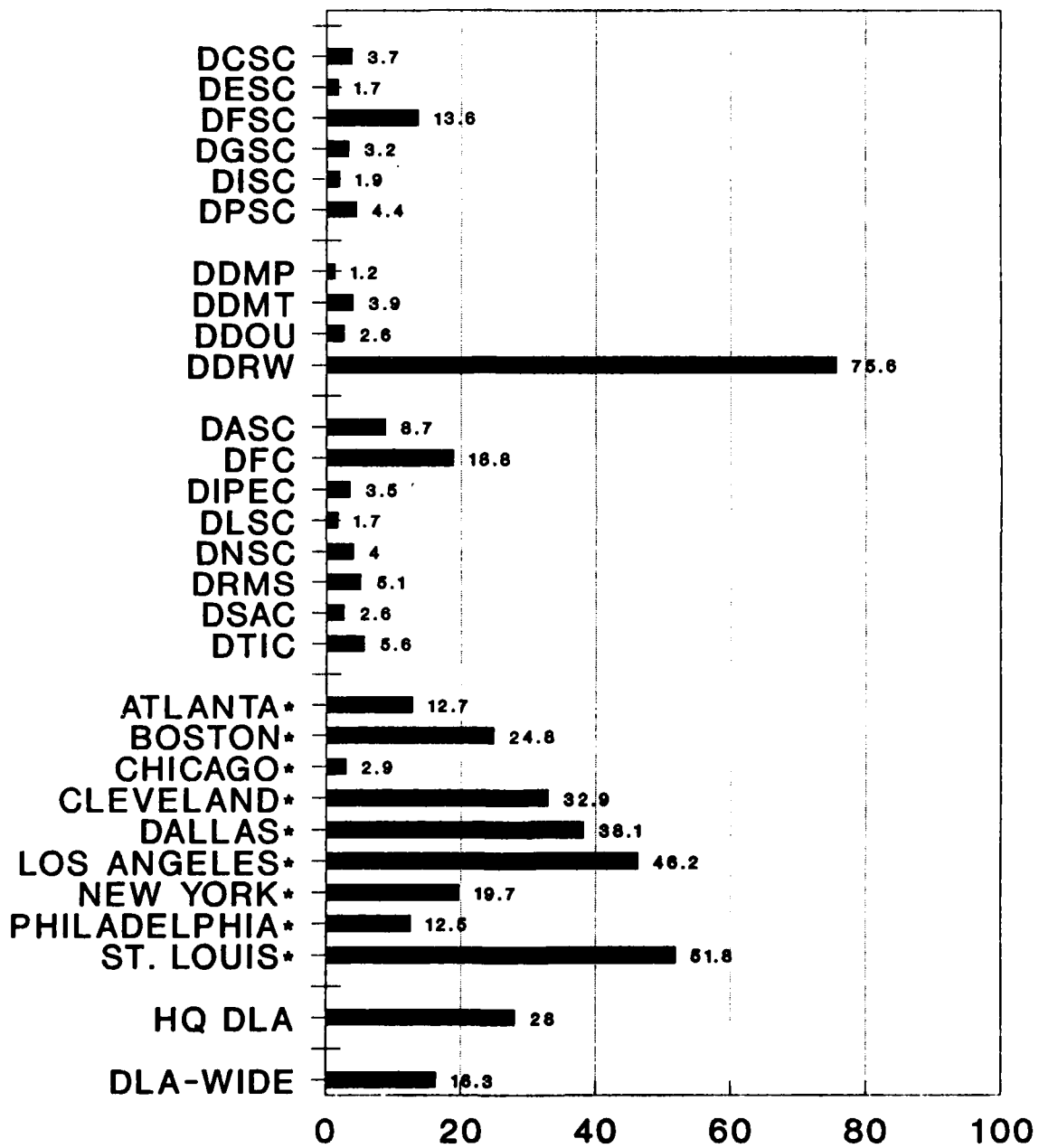
Appendix Table 1 shows accessions on an annual basis by major mission grouping for FY 1987 through FY 1990.

TRENDS IN ACCESSIONS TO PERMANENT WORKFORCE



(% AVERAGE STRENGTH DLA-WIDE)

ACCESSIONS TO THE PERMANENT WORKFORCE (% PERMANENT STRENGTH) FY 1990



*DCMRS

COLLEGE CALIBER INPUT

The recruitment of new employees at trainee levels (GS 5-9) who have four years of college, or a college degree.

OBJECTIVE: At least one out of every three (33.3%) outside hires as trainees for technical, professional, or managerial positions (at GS-5 or above) should be of college caliber.

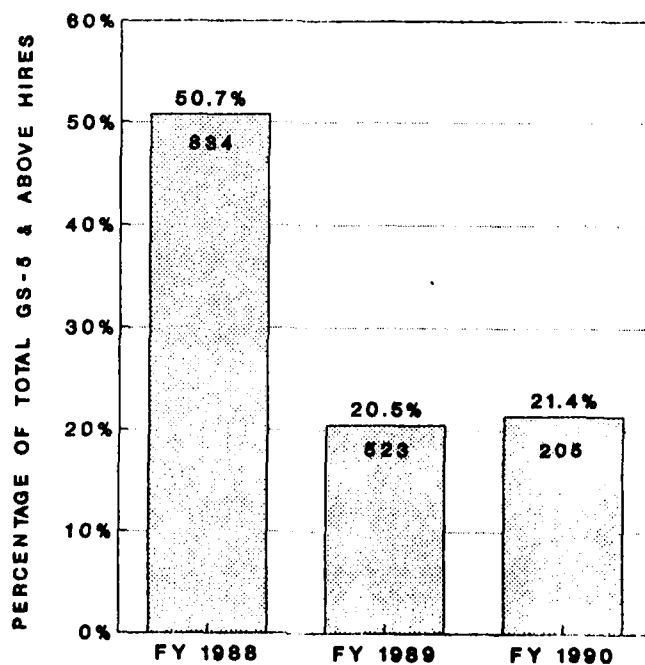
Of the 959* GS-5 and above hires during FY 1990, 21.4% (205) were of college caliber.

Five activities achieved or exceeded the goal of 33.3%. By mission groupings, Supply Centers had a rate of 28.6%, Service Centers 25.4%, Depots 21.1%, and DCMRs 15.3%.

Approximately 37% of the college caliber hires were in a procurement related field (59) or quality assurance (17). The ADP, Management Analysis and Administration group (33) and the Engineering group (9) accounted for 21% of the college caliber hires. The accounting group (21) and supply group (23) accounted for 21% while the remaining 21% (43) were in various occupations.

Appendix Table 2 shows a breakout of FY 1990 college caliber hires by occupation and mission groupings.

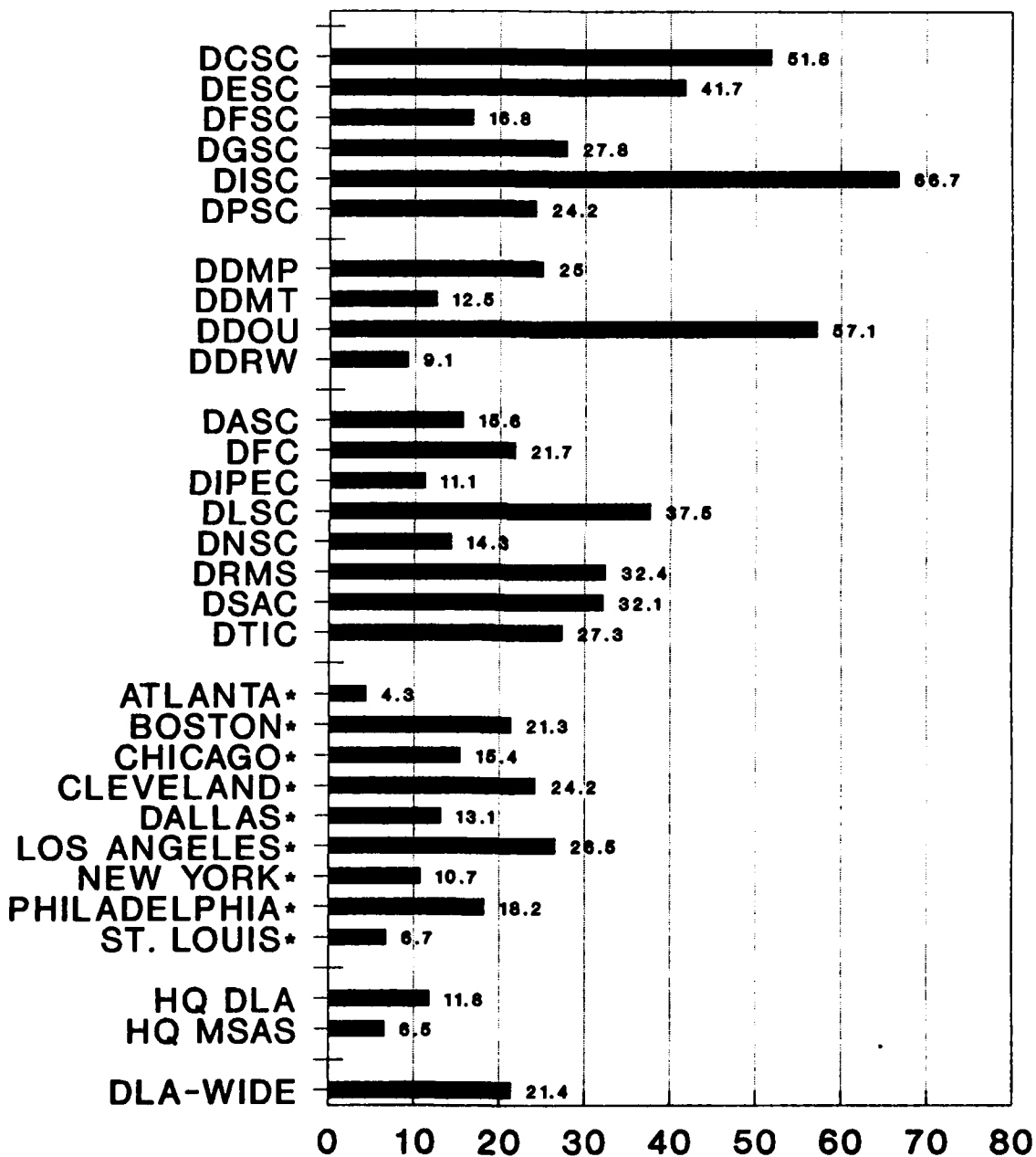
COLLEGE CALIBER INPUT



DLA OBJECTIVE 33.3%

*Does not include college caliber hires which came to DLA in the DCMC transfer or the DDRW consolidation.

COLLEGE CALIBER INPUT FY 1990



*DCMRS/ %GS-05 AND ABOVE HIRES

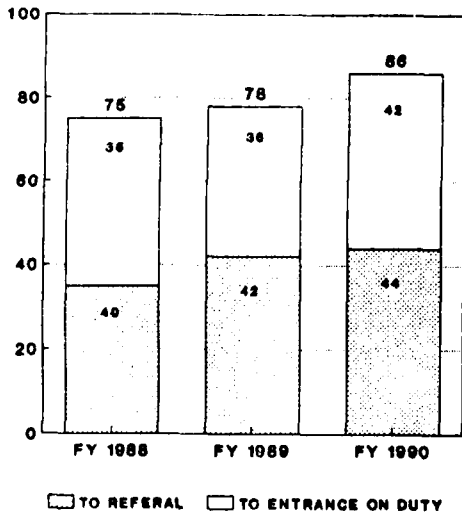
AVERAGE TIME TO FILL VACANCIES

The average number of calendar days between personnel office receipt of a Request for Personnel Action (SF-52) and (1) the date the selecting supervisor receives a list of qualified candidates (referral), and (2) the entrance on duty (EOD) date for selectees from both within (internal) and outside (external) the activities. The rates do not include delays caused by freezes imposed by the activity or higher management, vacancies stockpiled to place surplus employees, or other management requests to temporarily suspend fill action.

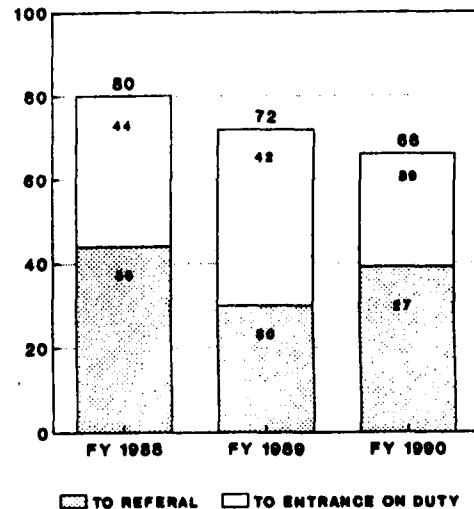
OBJECTIVE: To reduce both the average fill time and the high/low range between activities.

Of the 5,962 placement actions reported this fiscal year, 63.5% were filled from internal sources, and 36.5% from external sources. For fills from internal sources, Agency-wide fill time between personnel office receipt of the SF-52 and the EOD date increased from the FY 1989 average of 78 days to 86 days; the external source rate decreased from 72 to 66 days. Agency-wide, length of time to referral for internal sources averaged 44 days; external referrals averaged 27 days. For internal source fills, activity rates to EOD ranged from a low of 19 days (DCMR, Cleveland) to a high of 172 days (DNSC); for external source fills, rates ranged from a low of 18 days (DDMT) to a high of 215 days (DCMR, Atlanta).

**AVERAGE DAYS TO FILL VACANCIES
INTERNAL**



**AVERAGE DAYS TO FILL VACANCIES
EXTERNAL**



AVERAGE DAYS TO FILL VACANCIES
FISCAL YEAR 1990

	INTERNAL		EXTERNAL	
	REFERRAL	EOD	REFERRAL	EOD
<u>SUPPLY CENTERS</u>	34	77	25	59
DCSC	33	75	17	42
DESC	44	68	31	79
DFSC	66	108	61	131
DGSC	33	146	12	47
DISC	21	45	30	51
DPSC	37	98	43	82
<u>DEPOTS</u>	48	77	14	34
DDMP	14	36	15	39
DDMT	77	97	13	18
DDOU	36	71	16	48
DDRW	DATA IS NOT AVAILABLE			
<u>SERVICE CENTERS</u>	57	101	36	76
DASC	82	150	71	164
DFC	58	107	26	55
DIPEC	29	64	74	119
DLSC	78	109	42	88
DNSC	116	172	117	189
DRMS	46	82	28	58
DSAC	33	85	9	40
DTIC	82	123	54	153
<u>DCMRs</u>	26	75	19	68
ATLANTA	60	154	59	215
BOSTON	30	84	9	56
CHICAGO	22	53	12	35
CLEVELAND	19	19	19	95
DALLAS	26	39	6	31
LOS ANGELES	35	99	19	74
NEW YORK	20	78	10	81
PHILADELPHIA	32	72	27	42
ST. LOUIS	54	102	21	66
HQ DLA	69	117	59	129
<u>DLA-WIDE</u>	44	86	27	66

EMPLOYEE SIGNIFICANT RECOGNITION

Percentage of employees who received DLA's more significant awards: Exceptional and Meritorious Civilian Service, Certificates of Achievement or Commendable Service, the Distinguished Career Service, Special Act or Service, and Sustained Superior Performance Awards.

OBJECTIVE: Recognize each deserving employee; strive for equitable recognition of employees at various levels. Individual activities can gauge their usage by comparison with the Agency average.

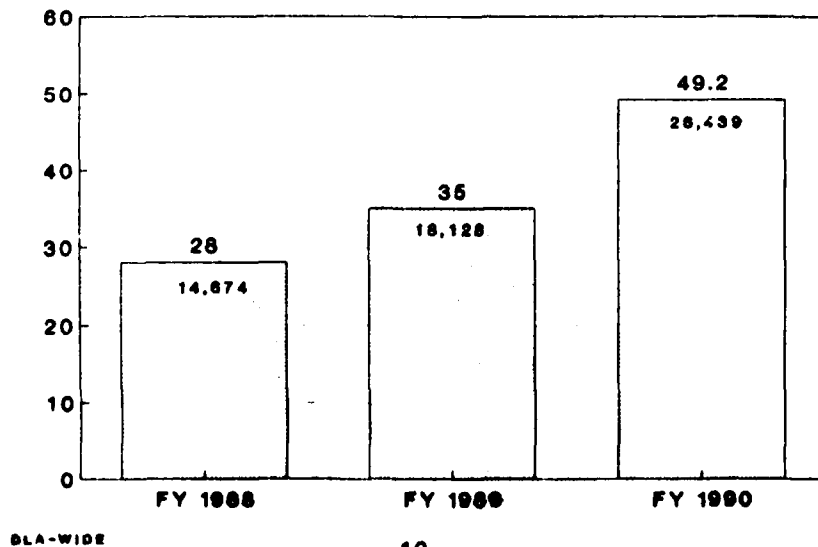
During FY 1990, 26,439 employees (49.2% of the workforce) received significant recognition from management. An additional 521 (1%) were recognized by letters of commendation signed by the activity Head and other awards of similar nature. Of the 26,439 employees receiving significant recognition, 13,485 (51.1%) received Special Act or Service Awards (11,818 individual awards and 324 group awards involving 1,667 employees) and 10,795 (40.8%) received Sustained Superior Performance Awards. DLA employees awarded Commendable Service Certificates numbered 1,456 (5.5%); 242 (.97%) received DLA Distinguished Career Service Awards; and 365 (1.4%) received Certificates of Achievement. Ninety-four employees received Meritorious Civilian Service Awards and two employees were presented the DLA Exceptional Civilian Service Award.

This table shows distribution of significant recognition by grade grouping.

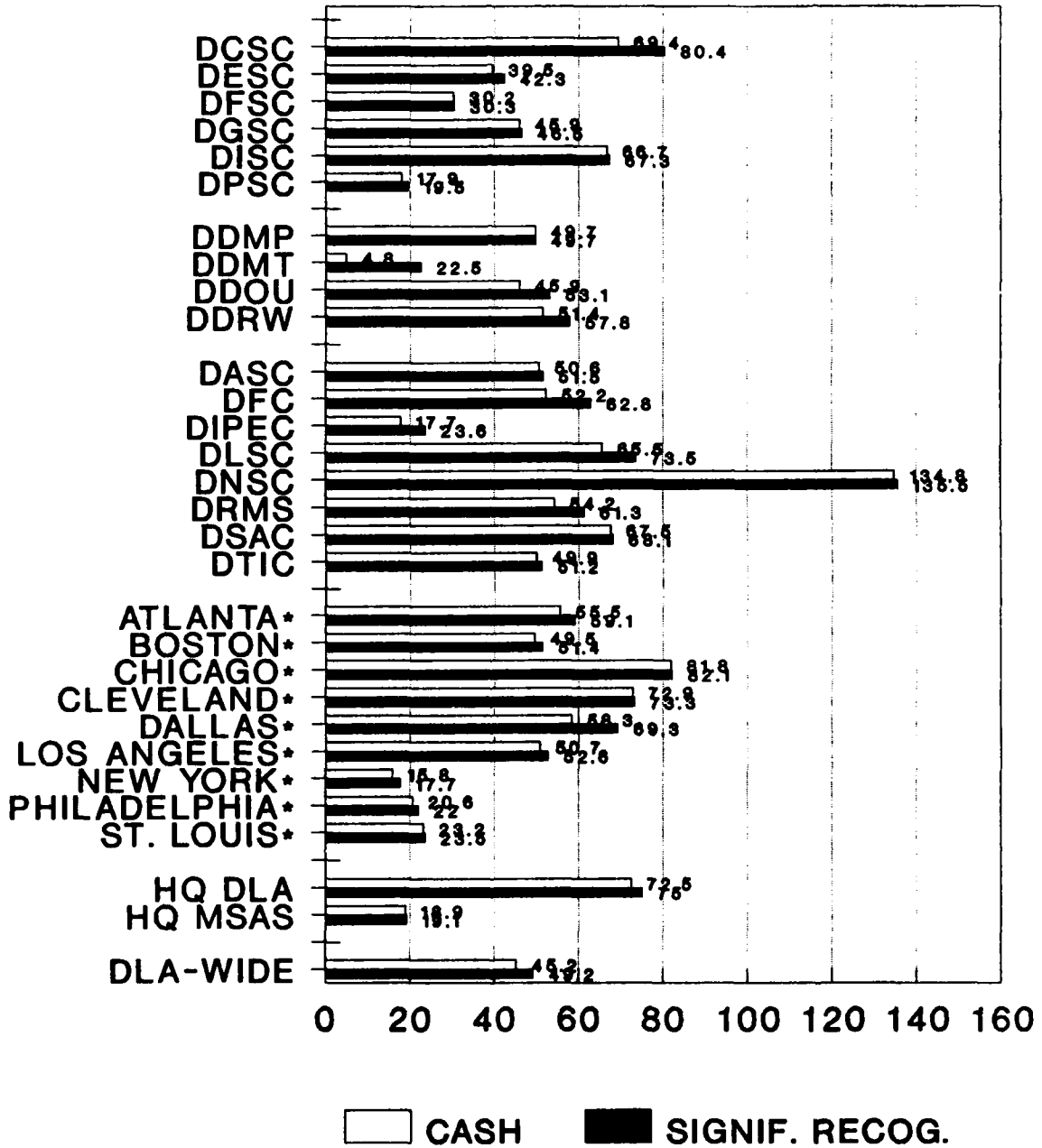
	<u>GS 1-6</u>	<u>GS 7-12</u>	<u>GS 13-15</u>	<u>GM 13-15</u>	<u>WG & Others</u>
% Strength	24.1	49.5	2.4	5.2	18.8
% Recognition	25.8	45.8	2.2	9.9	16.3
% Cash Award	26.4	46.3	2.2	10.5	14.6

Appendix Table 3 is an annual summary showing activity recognition rates from FY 1987 through FY 1990.

EMPLOYEE SIGNIFICANT RECOGNITION (% AVERAGE STRENGTH)



**EMPLOYEE SIGNIFICANT RECOGNITION 1/
(% PERMANENT STRENGTH) FY 1990**



•DCMRS 1/EXCLUDES QSI

QUALITY INCREASES

Percentages of General Schedule employees receiving Quality Increases (QIs) in recognition of their sustained, above-average performance of assigned duties.

STANDARD: Carry out that section of the law which allows an agency to recognize and reward sustained high level performance by authorizing accelerated step increases.

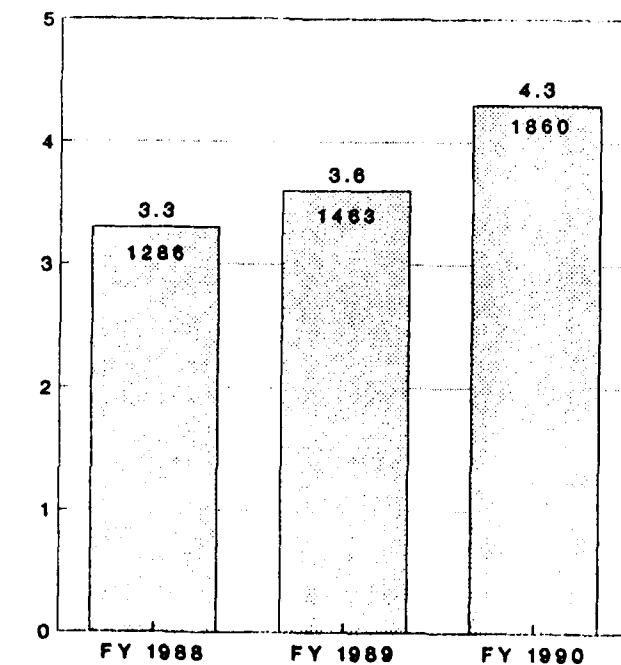
A total of 1,860 QIs were granted during FY 1990, covering 4.3% of the General Schedule workforce.

The table below shows distribution of QIs by grade grouping.

	<u>GS 1-6</u>	<u>GS 7-12</u>	<u>GS 13-15</u>
% Total GS Strength	31.7	65.2	3.1
% Total QIs	24.2	70.8	5.0

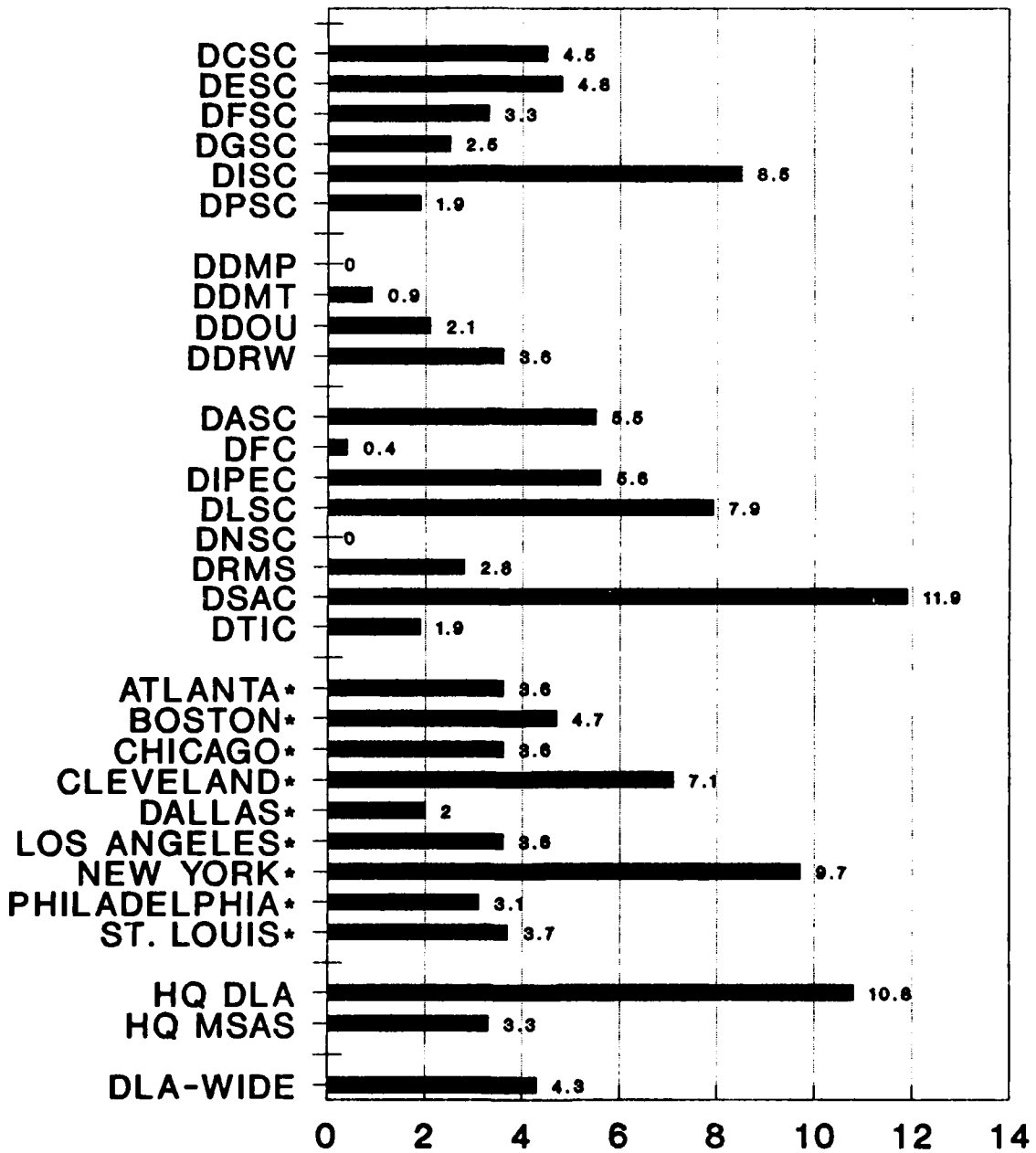
Appendix Table 4 reflects annual data by activity for FY 1987 through FY 1990.

TRENDS IN QUALITY INCREASES (% GS STRENGTH)



DLA-WIDE

QUALITY INCREASES (% PERMANENT GS STRENGTH) FY 1990



•DCMRS

EMPLOYEE SUGGESTIONS

Approved employee suggestions for improving the economy, efficiency or effectiveness of operations.

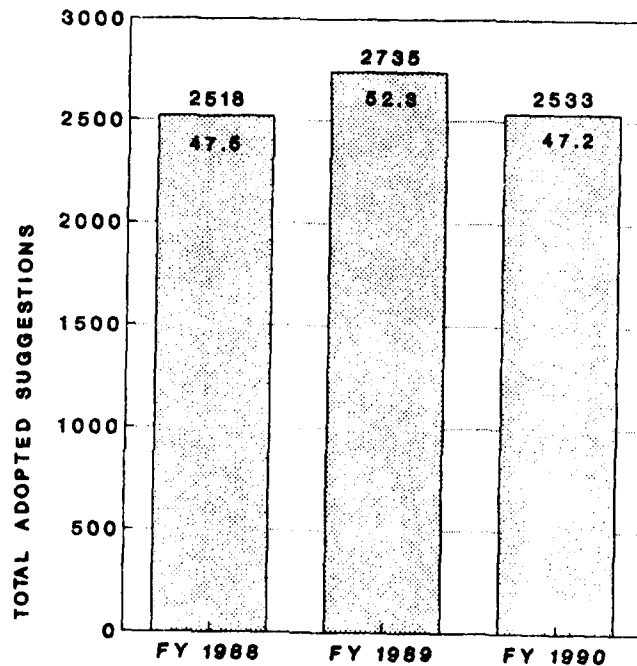
OBJECTIVE: Sixty per 1,000 employees per year.

A total of 2,533 suggestions were adopted in FY 1990, for a rate of 47.2 per 1,000 employees. Eight activities exceeded the goal; DLSC led again this year with a rate of 264.7 -- nearly 4 1/2 times the DLA goal.

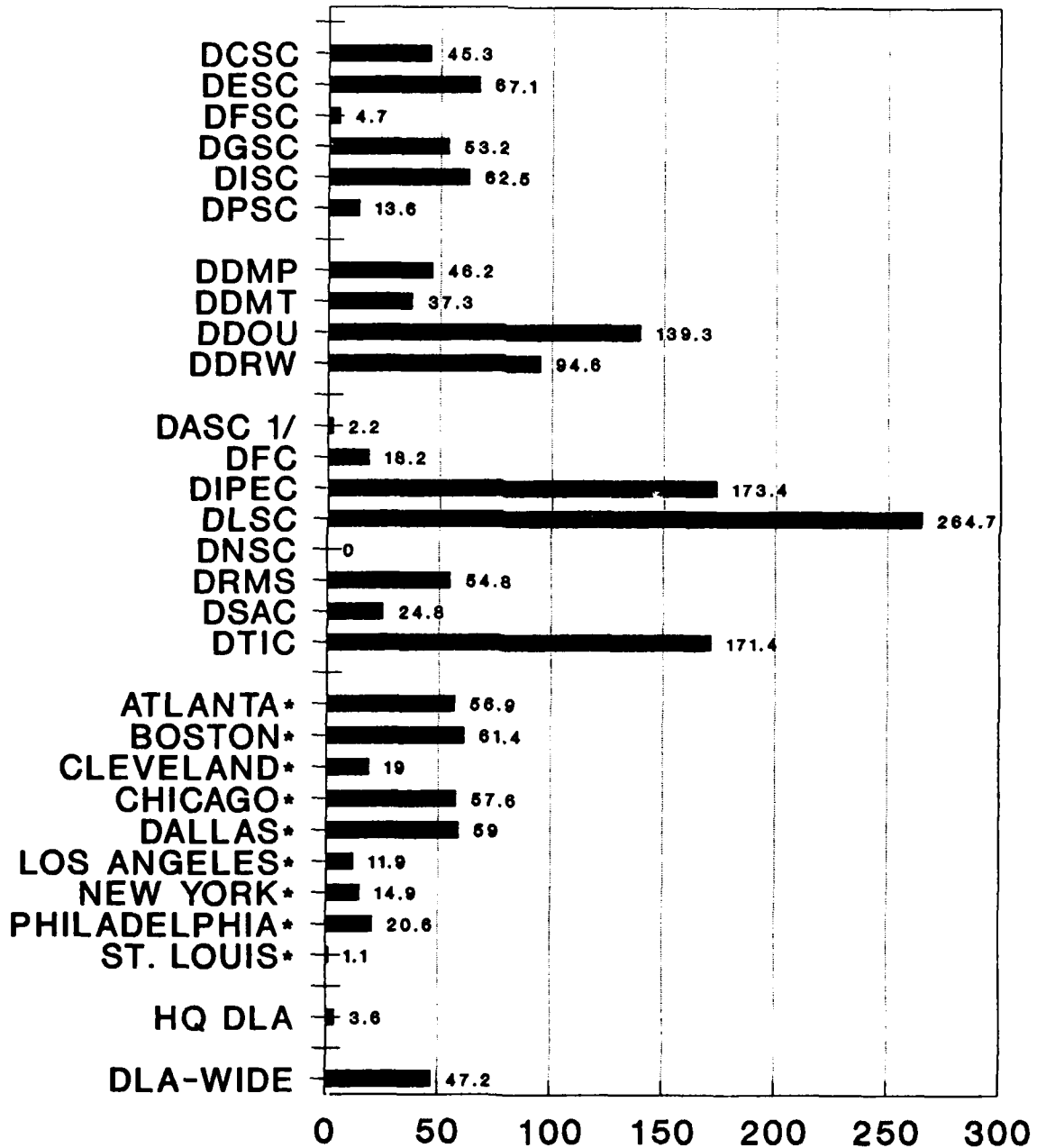
The Agency realized \$6,544,300 in savings through suggestions, \$2.5 million more than the \$4.0 million saved in FY 1989. Of the 2,533 adoptions, all but one earned cash awards for which DLA employees received \$352,175. The average cash award was \$149.75.

Appendix Table 5 shows annual rates by activity for FY 1987 through FY 1990.

ADOPTED SUGGESTIONS PER 1,000 EMPLOYEES DLA-WIDE



**ADOPTED SUGGESTIONS PER 1,000 EMPLOYEES
FY 1990**



*DCMRS 1/INCLUDES HQ MSAS

DISCIPLINARY AND CORRECTIVE ACTIONS

Percentage of employees removed, terminated for cause, separated for unacceptable performance (inefficiency), suspended, given written reprimands, denied within-grade increases, or resigned with disciplinary charges pending against them.

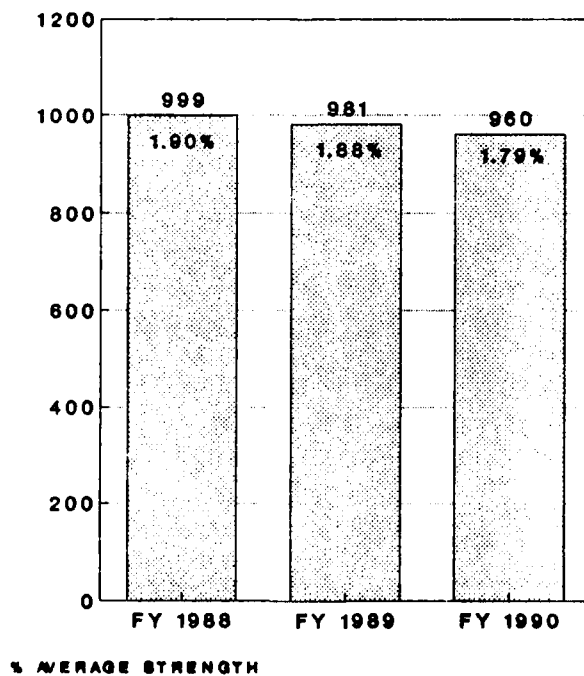
A total of 960 employees were subject to some type of disciplinary action in FY 1990 (1.79% of strength) dropping slightly from the FY 1989 rate of 1.88%. The total actions were distributed as follows: written reprimands, 438 (45.6%); suspensions, 254 (26.5%); removal for cause, 114 (11.9%); termination probation/pending, 55 (5.7%); denial of within-grade increase, 38 (4.0%); unacceptable performance rating on critical elements, 32 (3.3%); resignation, charges pending, 26 (2.7%); and, changes to lower grade, 3 (.3%).

The table below shows distribution of these actions by grade grouping.

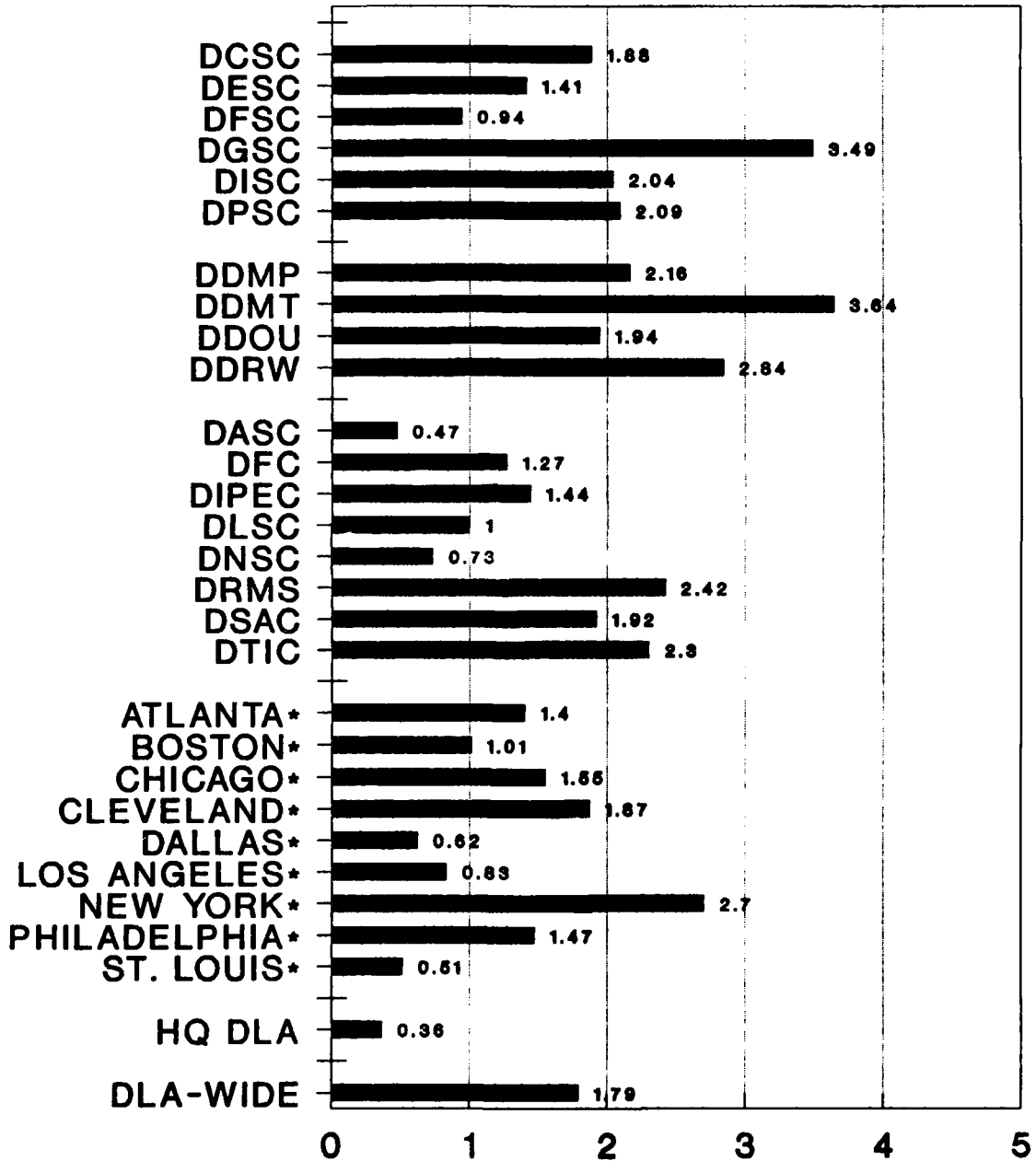
	<u>GS 1-6</u>	<u>GS 7-11</u>	<u>GS-12 & Above</u>	<u>GM 13-15</u>	<u>WG and Others Nonsupervisory</u>	<u>Supervisory</u>
% of Actions	36.7	20.6	4.4	.2	35.6	2.5
% of Strength	24.1	36.4	15.5	5.2	16.8	2.0

Appendix Table 6 shows annual activity rates for FY 1987 through 1990.

TRENDS IN DISCIPLINARY AND CORRECTIVE ACTIONS



DISCIPLINARY AND CORRECTIVE ACTIONS (% PERMANENT STRENGTH) FY 1990



•DCMRS

SICK LEAVE

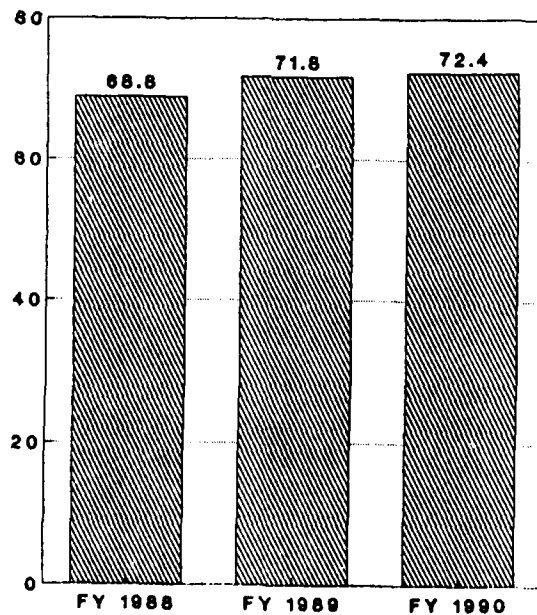
Average number of sick leave hours used per employee during the year.

Employees used 3,886,253 hours of sick leave during FY 1990, for an average of 72.4 hours per employee. Based on current average employee salary, Agency cost of sick leave was \$54 million in nonproductive time.

Although the increase in sick leave usage per employee from FY 1989 to FY 1990 was slight (.6 of an hour per employee), average sick leave usage per employee in DLA has increased 5.2% since FY 1988.

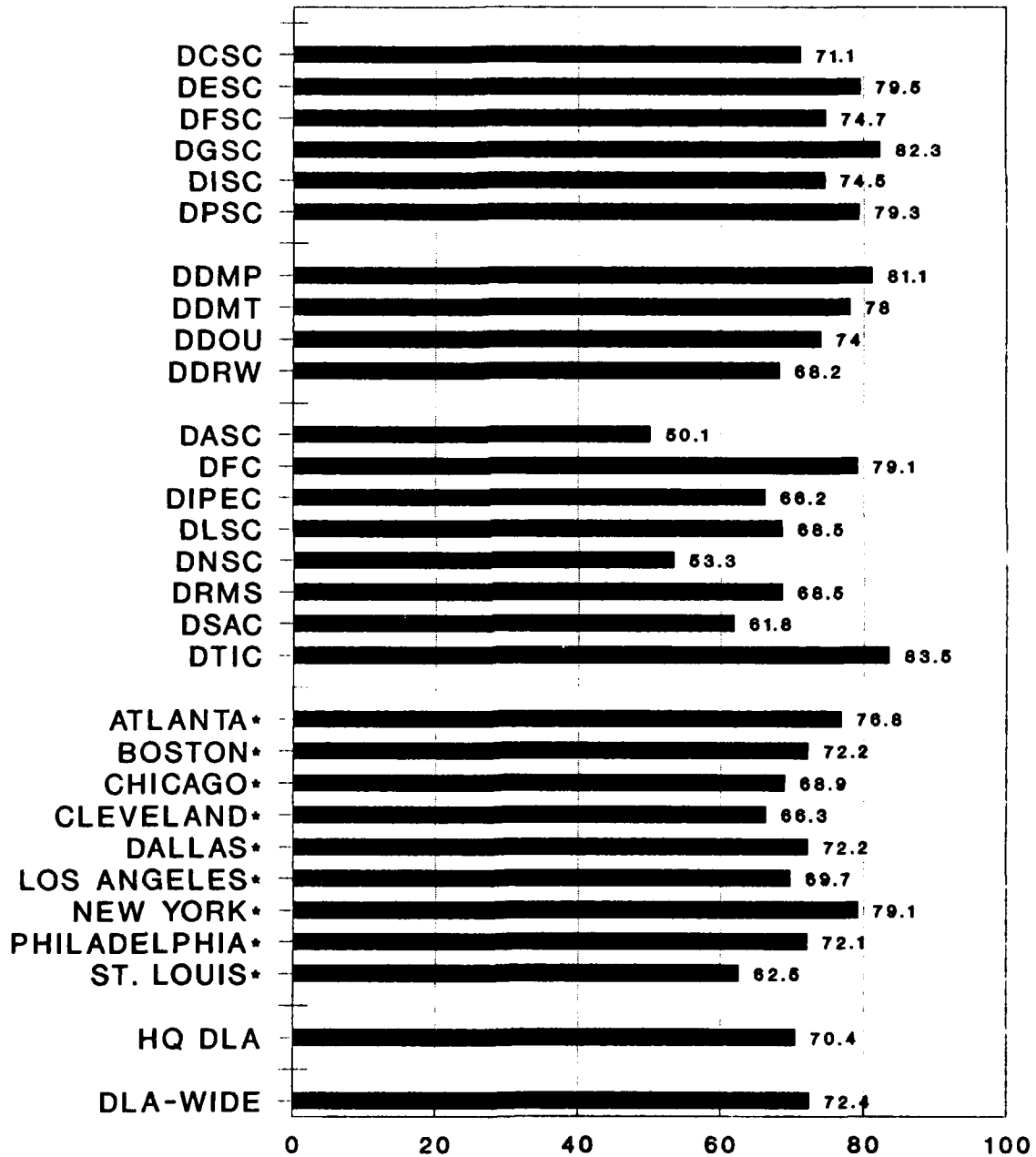
Appendix Table 7 shows rates by activity for FY 1987 through FY 1990.

AVERAGE SICK LEAVE USAGE PER EMPLOYEE DLA-WIDE



FIGURES GIVEN IN HOURS USED.

SICK LEAVE USAGE-AVG HOURS PER EMPLOYEE DLA-WIDE



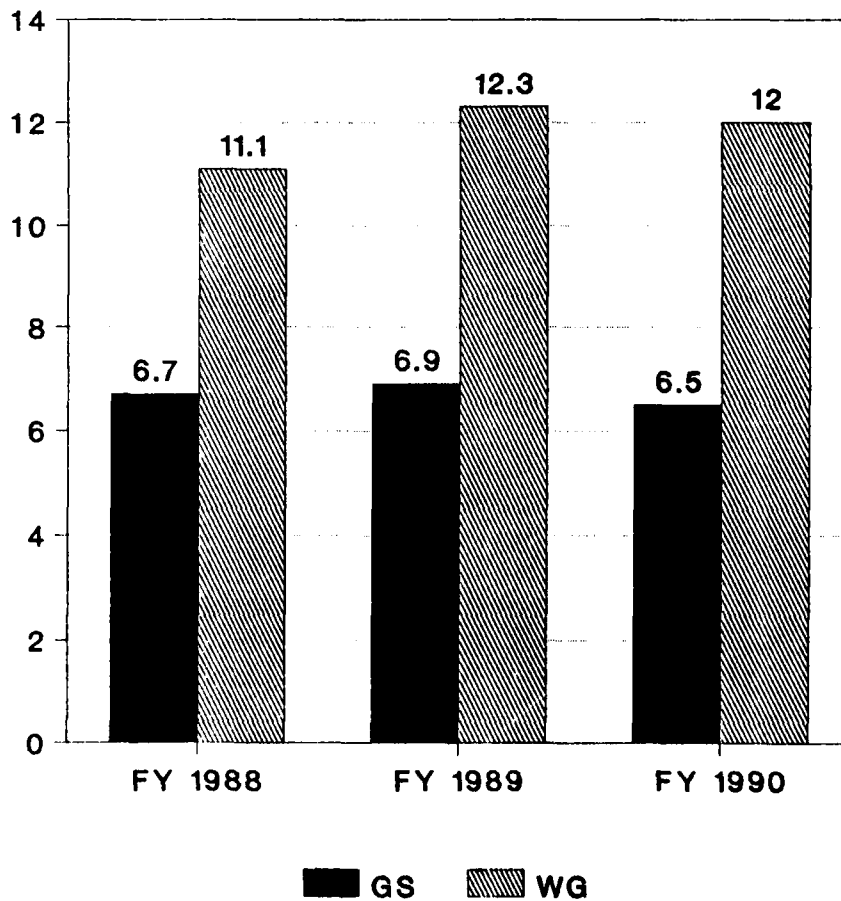
*DCMRS

SUPERVISORY RATIO

The ratio of supervisory employees to total non-supervisory employee population. A supervisor is an employee who meets the definition of "supervisor" in the appropriate position classification guide (GS or WG). General Schedule (including both GS & GM) and Federal Wage System supervisory ratios are computed separately. Federal Wage System figures include WS employees only (no WL wage leader positions).

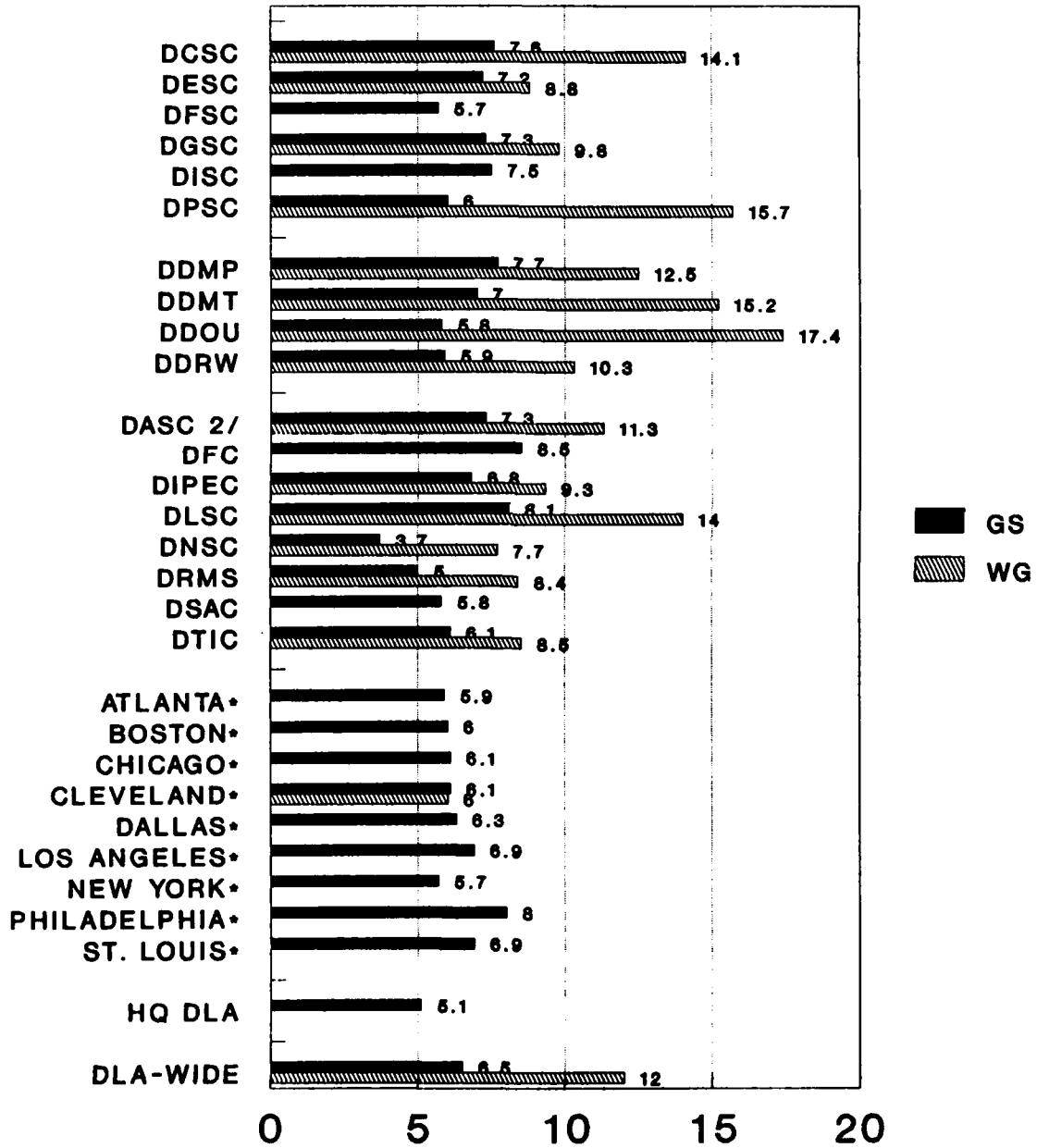
General Schedule supervisory ratios decreased slightly this fiscal year to 1:6.5. Wage Grade ratios also fell slightly during FY 1990 to a ratio of 1:12.

SUPERVISORY RATIO TREND



SUPERVISORY RATIO

FY 1990



*DCMRS 2/INCLUDES HQ MSAs

EEO COMPLAINTS

Total EEO complaint activity including number and percentage of EEO counseling contacts, complaints filed and processed, and final action on formal complaints.

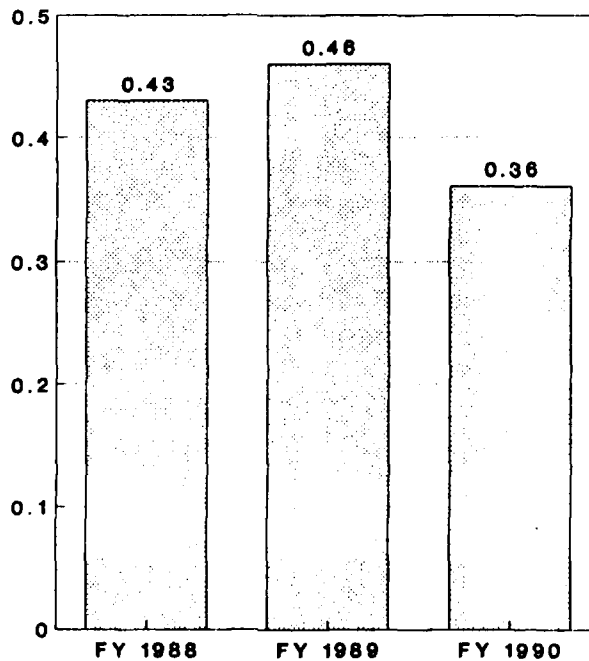
During FY 1990, 925 persons were counseled regarding EEO issues, resulting in 193 formal complaints being filed (21% of those counseled). There were 259 formal complaint closures during the period.

The average number of days from filing to closure of complaints within DLA continues to be a concern. For the 259 complaints closed during the period, the average number of days from filing to closure was 379 days.

Complaint inventory decreased by 23% during the period! This is the most significant decrease on record since FY 1982. There were 285 complaints on hand at the beginning of the period and 219 on hand at the end of the period.

Appendix Table 8 summarizes Agency-wide complaint activity for FY 1986 through FY 1990.

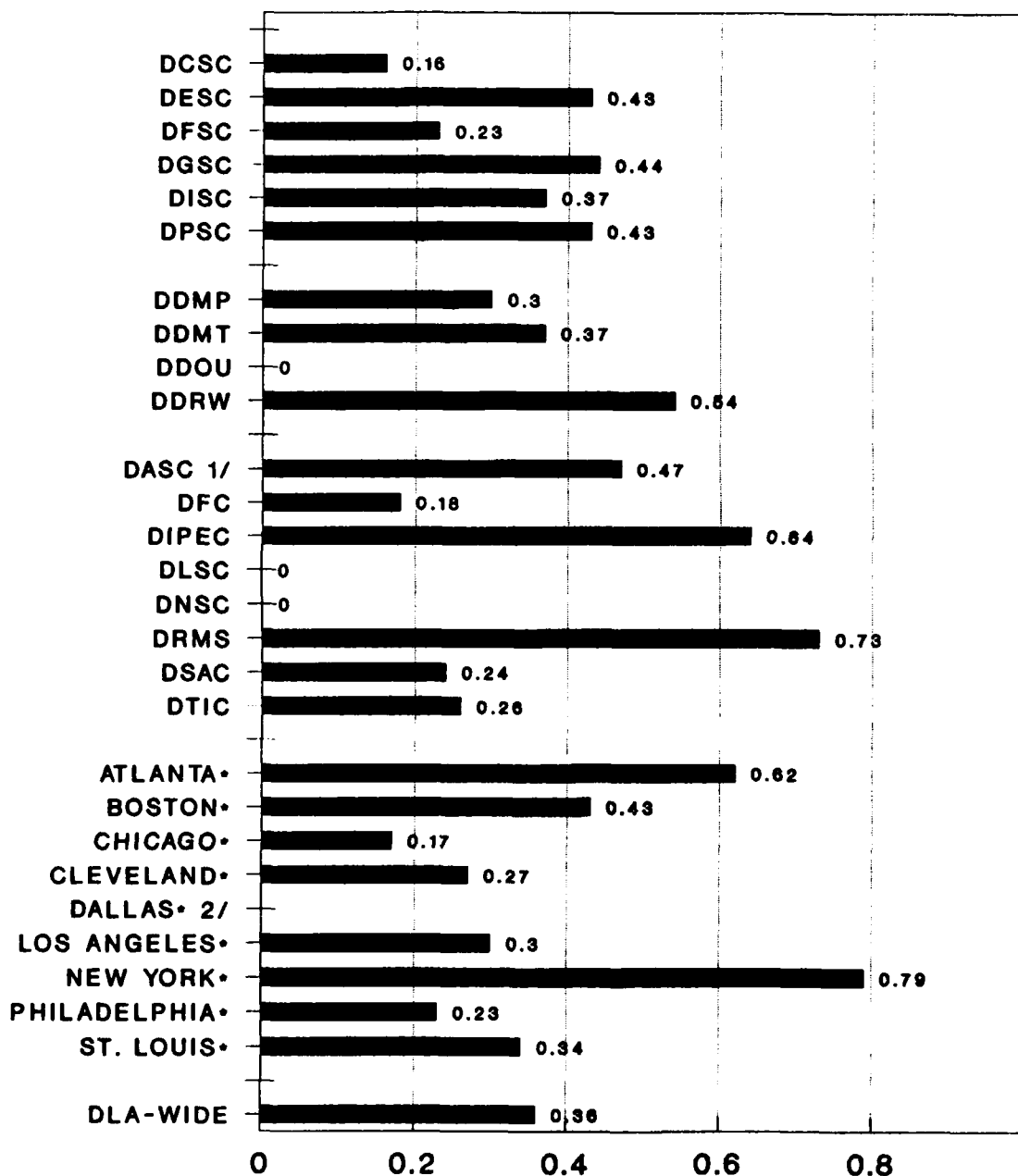
EEO COMPLAINTS (% AVERAGE STRENGTH)



DLA-WIDE

EEO COMPLAINTS

(% AVERAGE STRENGTH) FY 1990



*DCMRS 1/INCLUDES HQ DLA 2/DATA UNAVAILABLE

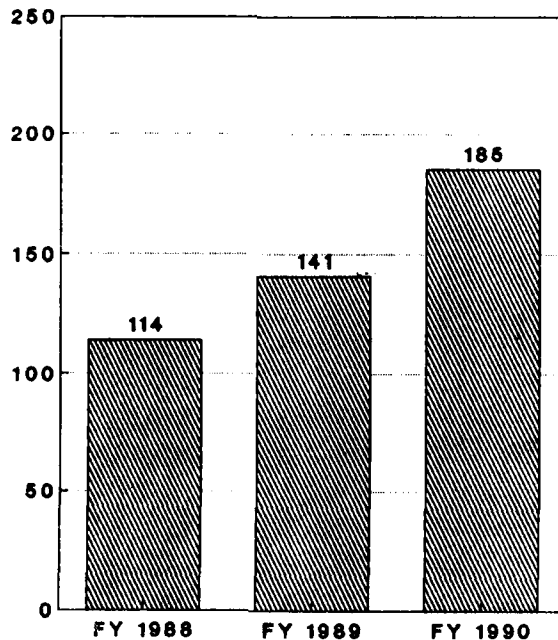
TIMELY PROCESSING OF EEO COMPLAINTS

The objective is to reduce avoidable delays in complaints processing time at each PLFA. Tracking is done at six stages of in-house complaints processing which include the following: (1) date of acceptance/rejection/cancellation; (2) date investigation started on-site; (3) date report of investigation received; (4) date of informal adjustment attempt; (5) date proposed disposition issued; and (6) date EEOC Hearing/DLA Decision without Hearing requested.

During FY 1990, no PLFAs were below the recommended 85-day timeframe for overall processing in the six stages covered. The DLA-wide average was 185 days compared to 141 days for FY 1989.

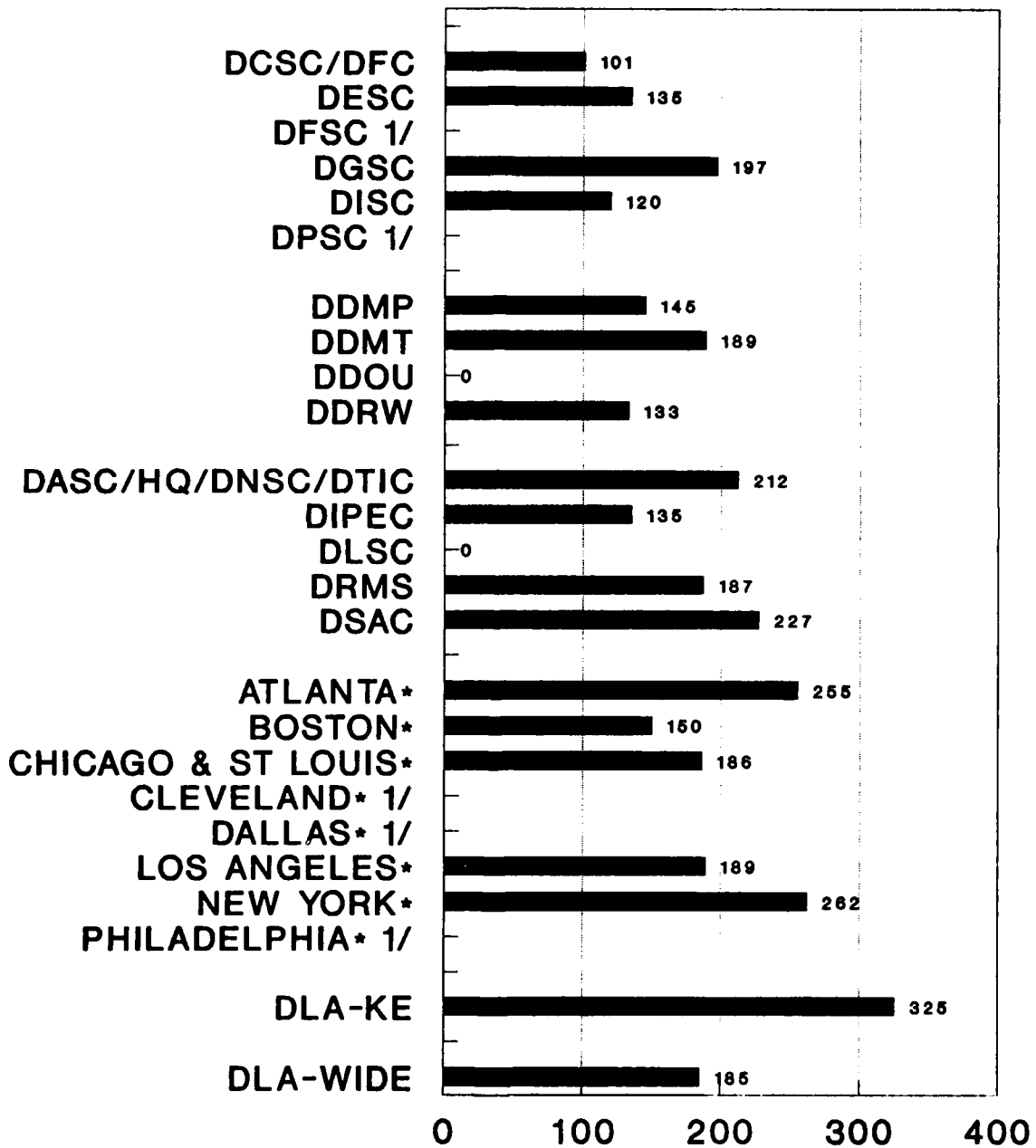
For DLA decisions rendered by Headquarters DLA during FY 1990, the average processing time to closure was 325 days compared to 90 days for FY 1989. This dramatic increase in processing time was attributable to a record number of closures of severely backlogged cases during the period.

EEO COMPLAINTS AVERAGE NUMBER OF DAYS PROCESSING TIME



DLA-WIDE

PROCESSING EEO COMPLAINTS (AVERAGE DAYS) FY 1990



•DCMRS 1/NO DATA

PLFA PROGRESS AGAINST EIGHT MAJOR PARITY INDEX (PI) GOALS

The principal objective of the DLA EEO Program is "to fully integrate the workforce at all levels." Agency-wide PI goals were established to track progress toward attainment of this ultimate objective. The PI goals are as follows:

1. Obtain a minority PI of 100 at every activity for each 6-month reporting period.
2. Obtain a PI of 100 for minority employment in middle grade jobs (GS-9-12 and Wage Grade (WG) equivalents) at every activity for each 6-month reporting period.
3. Obtain a PI of 100 for minority employment in high grade jobs (GS/GM-13 and above and WG equivalents) at every activity for each 6-month reporting period.
4. Obtain a Hispanic PI of 100 at every activity for each 6 month reporting period.
5. Obtain a PI of 100 for Hispanic employment in middle grade jobs (GS-9-12 and WG equivalents) at every activity for each 6-month reporting period.
6. Obtain a PI of 100 for Hispanic employment in high grade jobs (GS/GM-13 and above and WG equivalents) at every activity for each 6-month reporting period.
7. Obtain a PI of 100 for women in middle grade jobs (GS-9-12 and WG equivalents) at every activity for each 6-month reporting period.
8. Obtain a PI of 100 for women in high grade jobs (GS/GM-13 and above and WG equivalents) at every activity for each 6-month reporting period.

Data for FY 1990 shows a substantial improvement in agency-wide progress toward achievement of a fully integrated workforce. As of 30 September 1989, 29.5% of the workforce was fully integrated in the eight areas covered--as of 30 September 1990, 37% of the workforce was fully integrated in the eight areas covered.

PROGRESS OF DLA PLFAS TOWARD A FULLY INTEGRATED WORKFORCE
30 SEPTEMBER 1990

ACTIVITY	OVERALL MINORITY PI		MIDDLE GRADE MINORITY PI		HIGH GRADE MINORITY PI		HISPANIC PI		MIDDLE GRADE HISPANIC PI		HIGH GRADE HISPANIC PI		MIDDLE GRADE WOMEN PI		HIGH GRADE WOMEN PI	
	100+	PI	100+	PI	100+	PI	100+	PI	100+	PI	100+	PI	100+	PI	100+	PI
DLA-WIDE	100+	62	100+	86	72	33	75	51								
DSAC-WIDE	100+	88	53	0	88	0	90	46								
DRMS-WIDE	100+	47	100+	68	68	0	96	47								
DCMR-WIDE	100+	56	65	25	64	25	57	33								
DIPEC-WIDE	92	38	74	0	57	0	39	47								

DCSC	100+	100+	100	100+	100+	100+	100+	62								
DDOU	100+	100+	100+	100+	100+	0	52	15								
DLSC	100+	56	100+	100+	100+	0	100+	58								
DFC	100+	100+	100+	93	100+	100+	100+	86								
DDRW	100+	85	100+	77	77	15	75	34								
DCMR ATLANTA	100+	97	100+	100+	100+	100+	60	36								
DESC	100+	93	100+	100+	100+	0	95	34								
DCMR CLEVELAND	100+	75	100+	100+	100+	0	51	37								
DISC	100+	57	100+	100+	100+	67	96	62								
DDMT	100+	89	100+	100+	100+	0	70	71								
DISPERSED MSAS	100+	44	100+	100+	100+	100+	97	39								
TMO NEW YORK	100+	40	82	66	66	25	54	31								
DGSC	100+	53	85	100+	100+	100+	100+	74								
DPSC	100+	60	76	72	72	67	100	45								
DCMR LOS ANGELES	100+	57	51	52	52	17	62	30								
DFSC	100+	45	68	49	49	44	100+	61								
DTIC	100+	50	54	21	21	0	100+	94								
DDMP	100+	100+	66	66	66	0	58	39								
TMO DALLAS	100+	40	90	81	81	32	61	39								
TMO ST. LOUIS	100+	45	89	100+	100+	67	56	26								
DCMR CHICAGO	100+	48	45	52	52	21	60	37								
DCMR PHILADELPHIA	100+	59	76	62	62	90	53	32								
DCMR BOSTON	100+	56	86	51	51	46	51	34								
DASC	82	25	42	20	20	59	96	47								
DNDC	69	14	50	0	0	21	53	31								
HQ DLA	70	48	71	57	57	27	100+	76								

PERCENTAGE OF WORKFORCE INTEGRATION ON 30 SEPTEMBER 1988: 29.5%
PERCENTAGE OF WORKFORCE INTEGRATION ON 30 SEPTEMBER 1989: 37.0%

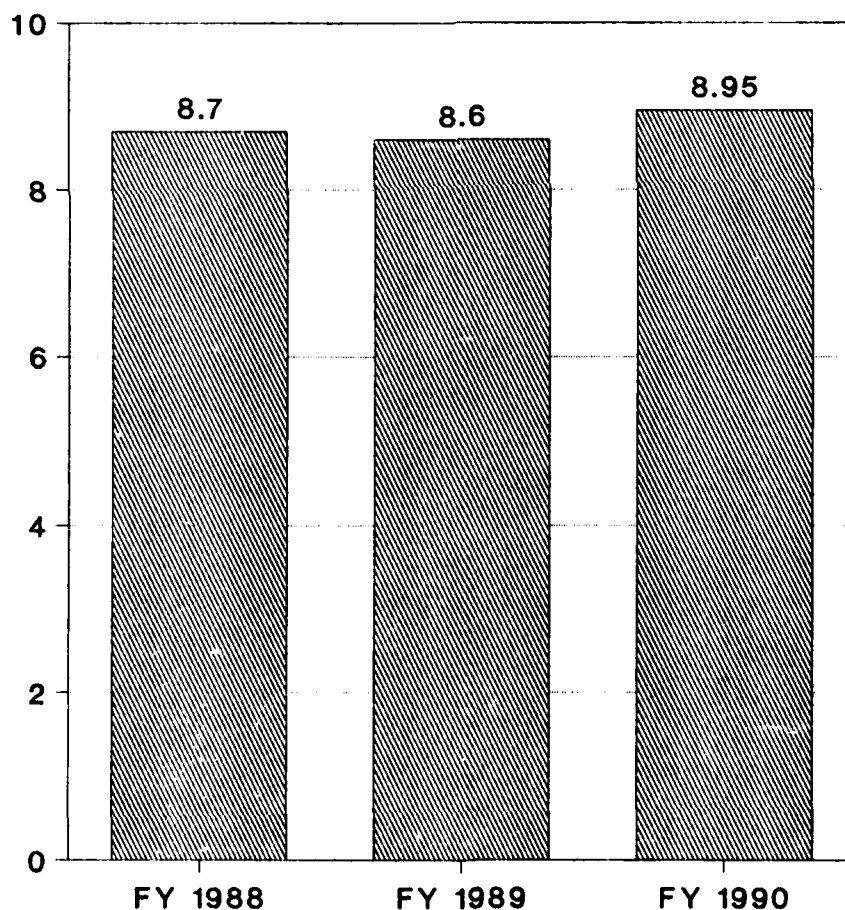
AVERAGE GRADE

The average grade of employees in the General Schedule (GS/GM) is derived by adding the grades of all full-time employees in the pay system and dividing that sum by the total number of full-time employees in the pay system.

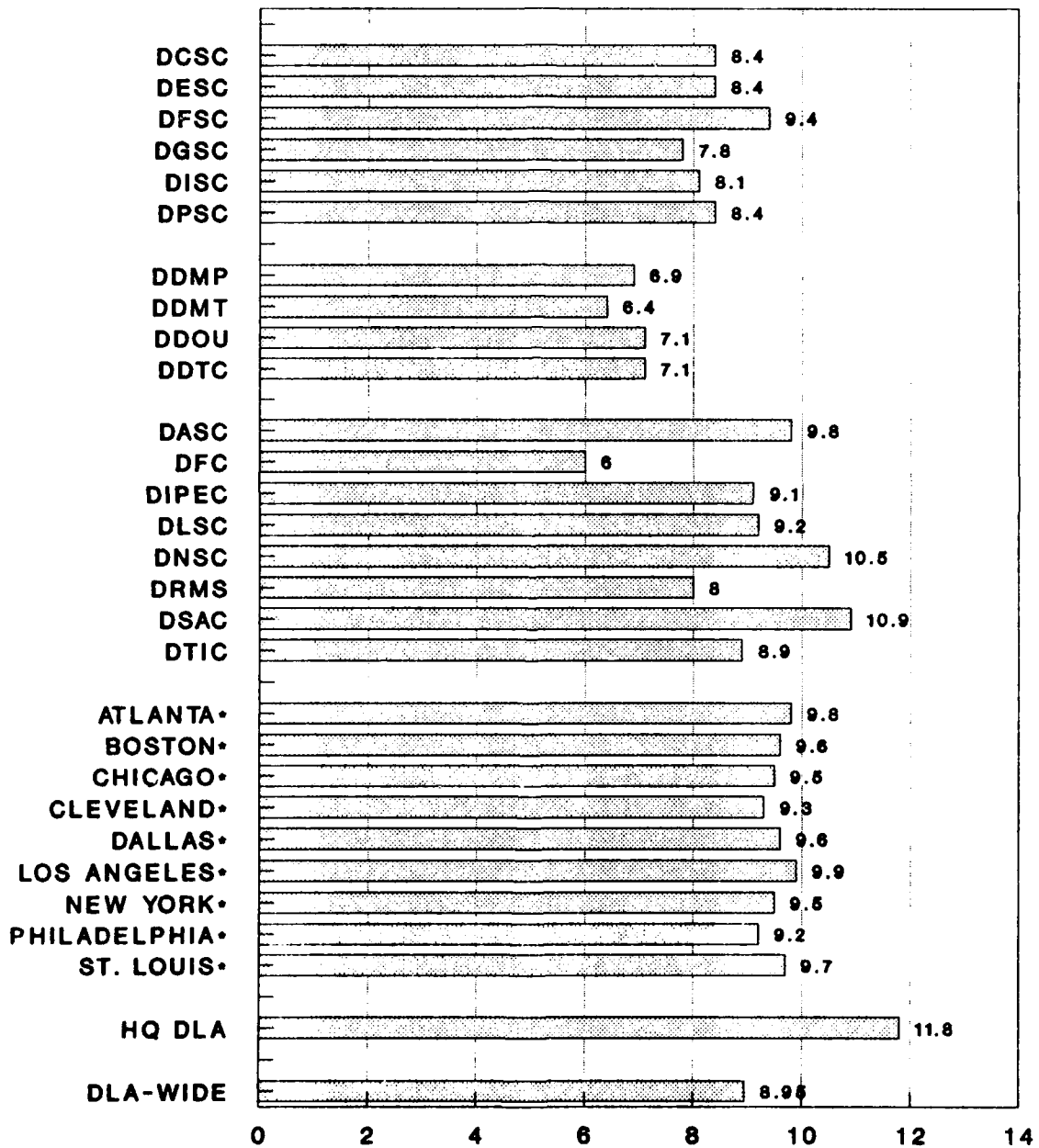
After a slight decrease last fiscal year, the average grade now exceeds the FY 1988 level of 8.7.

Appendix Table 9 contains detailed information on average grade over a ten year period.

AVERAGE GS/GM GRADE TREND



AVERAGE GS/GM GRADE FY 1990



•DCMRS

CONTINUATION OF PAY

Continuation of Pay (COP) is the continuation of an employee's regular pay by the employing agency with no charge to sick or annual leave. COP may be granted in traumatic injury cases for a maximum of 45 calendar days.

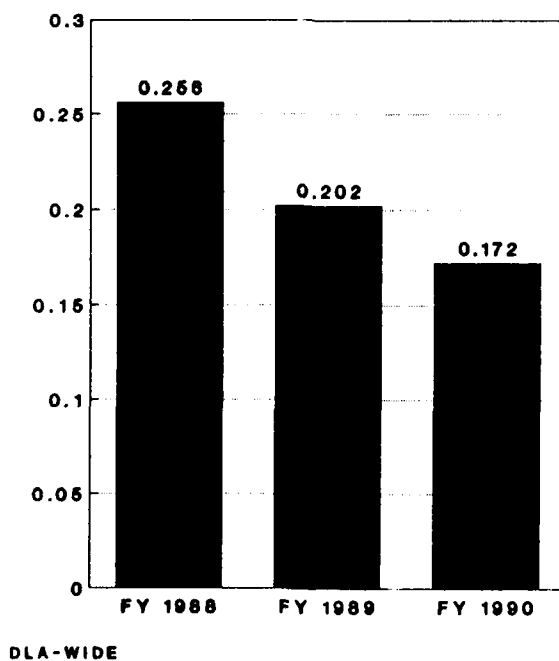
OBJECTIVE: To reduce COP usage by returning injured employees to work as quickly as possible and thereby realizing lower total workers compensation costs.

Rate of usage of COP for FY 1990 was .172 workdays per capita. This represents a total cost to the Agency of \$668,848.18 in non-productive time.

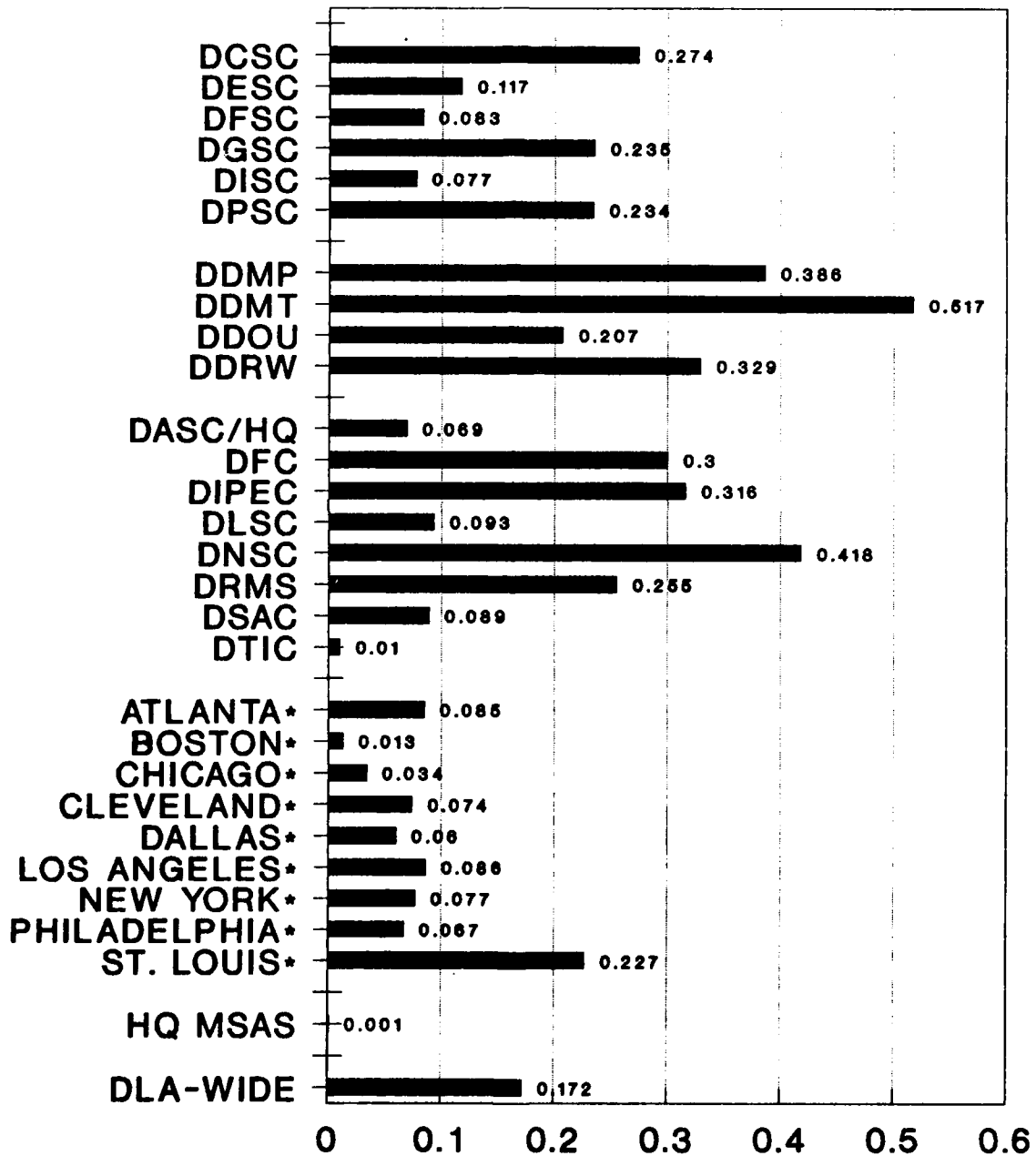
NOTE: In past years the rate of usage was computed against DLA's average strength for the standard fiscal year, i.e., 1 October to 30 September. However, COP data is collected and reported using the Department of Labor (DOL) fiscal year which covers 1 July to 30 June. This year the consolidation of the contract management activities had its greatest impact on DLA average strength in the last quarter of our fiscal year. To continue our past practice would have distorted the usage rate. Therefore, the FY 1990 usage rate has been computed against the average DLA strength from 1 July 1989 to 30 June 1990, that is, the DOL fiscal year.

The chart below compares days of COP per capita in DLA for the last three fiscal years.

CONTINUATION OF PAY WORKDAYS PER CAPITA



CONTINUATION OF PAY WORKDAYS PER CAPITA



* DCMRS

SUPERVISORY AND MANAGERIAL TRAINING

The percentage of supervisors/managers on the rolls at the end of the reporting period who have completed supervisory/managerial training or received written waivers by the OCP.

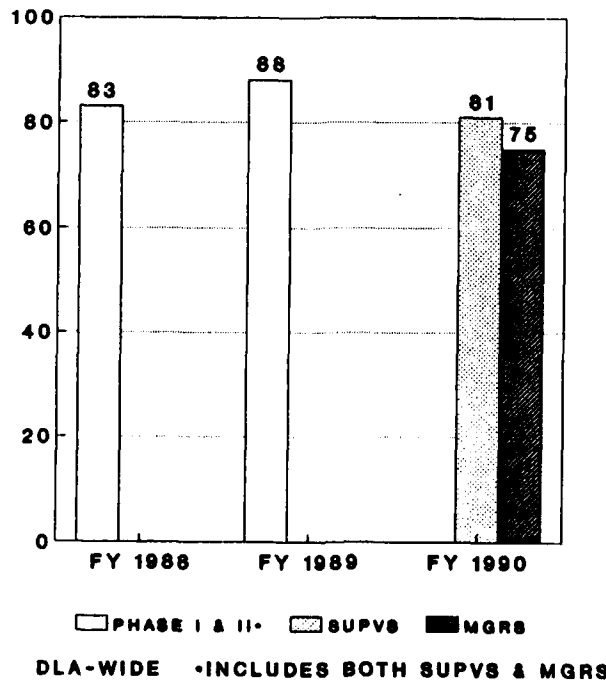
OBJECTIVE: To provide mandatory training to supervisors and managers. The Supervisory Core Curriculum must be completed by supervisors within 18 months of the date of appointment to a supervisory position. Required subject areas include Recruitment and Staffing, Employee Training and Development, Performance Management, EEO, and Labor-Management Relations.

In addition to the mandatory requirements for supervisors, each manager must also complete the Core Curriculum for Managers, which should be completed within 18 months of appointment to a managerial position. Required subject areas include Planning, Program Management, Communications, and Individual Strategies in Management Development.

During FY 1990 81% of the 6,502 supervisors on the rolls in DLA completed the Supervisory Core Curriculum. In addition, 75% of the 420 managers on the rolls completed the Core Curriculum for Managers.

Due to the change in Supervisory/Managerial training requirements in FY 1990, the historical data shows both supervisors and managers who had completed both Phase I and Phase II of the training.

TREND IN SUPERVISORY/MANAGERIAL TRAINING (% TRAINED)



SUPERVISORY/MANAGERIAL TRAINING

(% Supervisors/Managers Trained)
Fiscal Year 1990

<u>Activity</u>	Completed Managerial Core Curriculum	Completed Supervisory Core Curriculum
<u>Supply Centers</u>		
DCSC	0	63
DESC	75	75
DFSC	94	99
DGSC	97	100
DISC	79	82
DPSC	99	91
 <u>Depots</u>		
DDMP	100	100
DDMT	76	88
DDOU	55	80
DDRW	40	94
 <u>Service Centers</u>		
DASC*	91	96
DFC	0	25
DIPEC	80	70
DLSC	27	10
DNSC	84	92
DRMS	30	48
DSAC	100	100
DTIC	92	97
 <u>DCMRs</u>		
ATLANTA	100	88
BOSTON	94	85
CHICAGO	80	92
CLEVELAND	0	68
DALLAS	95	60
LOS ANGELES	100	100
NEW YORK	18	50
PHILADELPHIA	100	93
ST. LOUIS	**	**
HQ DLA	89	94
DLA-Wide	75	81

*Includes HQ MSAs

** Included in DCMR Chicago

GRIEVANCES

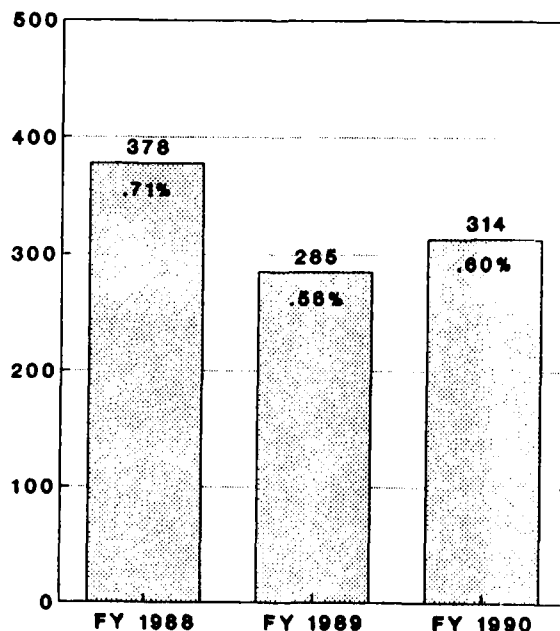
Percentage of employees who filed grievances (not including EEO complaints) with their activity.

A total of 314 grievances, were filed during FY 1990 for a rate of .60% of strength. This figure represents a slight increase in grievance activity in our workforce. The actions initiated during this period include 83 grievances filed in accordance with Agency procedures and 231 processed under negotiated grievance procedures. The latter category included 44 grievances for union concerns. At the close of the reporting period, 74 grievances were pending resolution.

Following are annual rates by mission grouping.

	FY 1987		FY 1988		FY 1989		FY 1990	
	Nr.	%	Nr.	%	Nr.	%	Nr.	%
Supply Centers	96	.56	88	.51	75	.45	96	.60
Depots	120	1.73	96	1.35*	65	.92	58	.78
Service Centers	31	.44	58	.79*	48	.60*	41	.48
DCMRS	107	.58	130	.69	92	.50	112	.58
HQ & MSAs	0	.00	6	.72	5	.60	7	.83
DLA-Wide	354	.69	378	.71	285	.56	314	.60

GRIEVANCES INITIATED EXCEPT EEO COMPLAINTS



(% AVERAGE STRENGTH DLA-WIDE)

* Corrects data previously published.

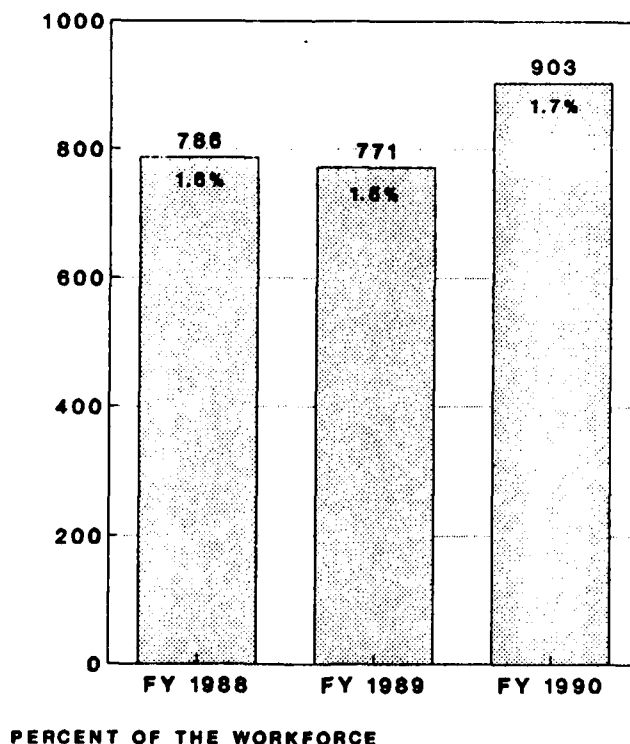
**HANDICAPPED INDIVIDUALS PROGRAM
GOAL ACHIEVEMENT**

The Department of Defense (DoD) and Defense Logistics Agency (DLA) goal is to achieve a 2.0% representation in the permanent workforce of persons identified as severely disabled prior to the end of the Decade of Disabled Persons (1983-1992). The targeted disabilities designated by the U.S. Equal Employment Opportunity Commission are: Deaf, Blind, Missing Extremities, Partial Paralysis, Complete Paralysis, Convulsive Disorders, Mentally Retarded, Mental Illness, and Distortion of Limb/Spine.

As of the end of FY 1990, there were 903 or 1.7% severely disabled permanent employees in the workforce. In order to attain the Agency and DoD goal for the current workforce, a total of 176 additional severely disabled employees will be needed. To achieve the goal by the target date of September 1992, it is imperative that each DLA activity make appropriate use of the DLA policy related to requests for waiver of the hiring freeze and other actions which result in the increased employment of qualified individuals with disabilities.

Appendix Table 10 contains more detailed information on the Handicapped Individuals Permanent Employment Program by activity.

**HANDICAPPED GOAL ACHIEVEMENT
DLA-WIDE**



WORKFORCE AGE

Percentage of highly experienced and skilled employees approaching or reaching retirement eligibility as an indicator of training and employment programs needed to replace them.

The Agency's older employees represent, generally, the most experienced part of the workforce and those assigned to the highest levels of responsibility. As ever larger percentages of the workforce become eligible for retirement, or approach retirement eligibility, the greater the efforts which must be made toward identifying and training replacements.

Although the average age and the percentage of DLA employees 50 years old or older have both increased, the percentage of the total workforce eligible to retire has decreased very slightly.

AGE AND RETIREMENT ELIGIBILITY

Total Workforce

<u>End of</u>	<u>Average</u> <u>Age</u>	<u>Age</u> <u>50+</u>	<u>Ret.</u> <u>Elig.</u>
FY 1990	43.3	28.8%	7.0%
FY 1989	42.2	26.9%	7.4%
FY 1988	42.9	29.3%	8.3%

	<u>GS 1-6, WG</u> <u>& Other</u>		<u>GS 7-12</u>		<u>SES, GM &</u> <u>GS 13 & Above</u>	
	<u>Age</u> <u>50+</u>	<u>Ret.</u> <u>Elig.</u>	<u>Age</u> <u>50+</u>	<u>Ret.</u> <u>Elig.</u>	<u>Age</u> <u>50+</u>	<u>Ret.</u> <u>Elig.</u>
FY 1990	22.1%	4.5%	32.0%	8.6%	37.8%	13.6%
FY 1989	20.1%	4.0%	31.9%	8.5%	38.9%	12.7%
FY 1988	23.2%	5.9%	33.4%	9.9%	*	*

Tables 11 and 12 in the Appendix contain more detailed information on age, length of service, and retirement eligibility by activity.

*Data not available for SES and GM grades this fiscal year.

APPENDIX

FISCAL YEAR 1990

ACCESSIONS, LOSSES AND QUILTS - PERMANENT WORKFORCE
FY 1987 - FY 1990

	ACCESSIONS		LOSSES		QUITS	
	#	%	#	%	#	%
SUPPLY CENTERS						
FY 1990	604	3.8	1,173	7.3	610	3.8
FY 1989	1,676	10.8	1,396	9.0	801	5.2
FY 1988	1,421	8.2	1,309	7.6	707	4.1
FY 1987	1,176	6.9	1,303	7.7	736	4.3
DEPOTS						
FY 1990	1,824	24.4	333	4.5	167	2.2
FY 1989	503	7.1	466	6.6	251	3.5
FY 1988	314	4.5	515	7.3	287	4.1
FY 1987	271	3.9	611	8.8	326	4.7
SERVICE CENTERS						
FY 1990	539	6.3	554	6.5	323	3.8
FY 1989	1,608	20.2	668	8.4	383	4.8
FY 1988	1,001	13.8	742	8.7	433	5.1
FY 1987	773	10.9	709	10.0	372	5.3
DCMRS						
FY 1990	5,557	28.9	1,640	8.5	1,021	5.3
FY 1989	2,137	11.6	1,879	10.2	1,195	6.5
FY 1988	1,642	8.7	2,037	10.8	1,334	7.1
FY 1987	2,154	11.3	2,425	12.8	1,614	8.5
ALL OTHERS						
FY 1990*	235	28.0	131	15.6	89	10.6
FY 1989	311	14.3	189	8.7	129	5.9
FY 1988*	134	16.1	75	9.0	50	6.0
FY 1987	686	36.2	689	36.6	324	17.1
DLA-WIDE						
FY 1990	8,759	16.3	3,831	7.1	2,210	4.1
FY 1989	6,235	12.2	4,598	9.0	2,759	5.4
FY 1988	4,512	8.6	4,678	8.9	2,811	5.4
FY 1987	5,060	9.7	4,959	9.6	3,372	6.5

* Figures are for Headquarters only, MSAs are included with servicing activity.

COLLEGE CALIBER INPUT BY OCCUPATION, FY 1990

OCCUPATION	DLA-WIDE	SUPPLY CENTERS	SERVICE CENTERS	DEPOTS	DCMS	HQ DLA MSAs*
SECURITY ADMIN (GS-080)	2	0	0	0	2	0
PERSONNEL/EEO (GS-200)	7	0	2	1	2	2
ADP, MGT ANALYSIS & ADMIN (GS-300)	33	8	16	2	5	2
ACCOUNTING & BUDGET (GS-500)	21	4	13	1	1	2
ENGINEERING (GS-800)	9	5	0	0	4	0
1101/ 1102 BUSINESS & INDUSTRY (GS-1100)	55	36	3	1	15	0
OTHER	4	0	1	0	3	0
QUALITY ASSURANCE (GS-1910)	17	0	1	1	15	0
SUPPLY (GS-2000)	23	20	1	1	1	0
TRANSPORTATION (GS-2100)	4	1	0	1	2	0
OTHER	30	7	22	0	0	1
TOTAL	205	81	59	8	50	7

*HQ Management Support Activities broken out from servicing activities.

SIGNIFICANT RECOGNITION (PERCENT AVERAGE STRENGTH)

	FY 1987			FY 1988			FY 1989			FY 1990		
	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*
SUPPLY CENTERS	3778	22.1		5649	32.4		8246	49.8		7538	46.9	
DCSC	1150	35.3	1	1517	45.9	3	2491	78.4	4	2483	80.4	3
DESC	653	26.5	3	714	28.2	13	1022	41.8	19	989	42.3	21
DFSC	117	16.0	17	210	28.0	14	134	15.6	28	259	30.3	22
DGSC	916	28.6	2	1249	38.2	7	2253	69.2	6	1495	46.5	20
DLSC	404	16.5	16	1063	43.7	4	1476	63.3	7	1454	67.3	9
DPSC	538	10.8	25	896	17.5	22	870	19.4	27	858	19.5	27
DEPOTS	1128	16.3		1598	22.4		2749	38.8		3367	45.0	
DDMP	295	20.0	9	706	46.5	2	834	56.7	9	667	49.7	19
DDMT	140	6.5	27	207	9.5	26	976	44.5	13	487	22.5	25
DDOU	398	24.1	7	374	22.1	18	488	28.0	24	930	53.1	14
DDRW	295	17.8	13	311	17.8	21	451	26.8	26	1283	57.8	13
SERVICE CENTERS	1330	18.8		2219	30.2		4023	50.5		5280	62.1	
DASC	97	14.8	18	348	48.9	1	276	44.2	14	327	51.5	16
DFC							556	104.7	2	691	62.8	10
DIPEC	90	13.6	22	106	15.9	24	278	44.1	15	147	23.6	23
DLSC	219	25.2	5	309	34.4	10	443	52.2	10	589	73.5	5
DNSC							266	101.5	3	370	135.5	1
DRMS	547	16.6	15	874	25.4	15	1526	43.9	16	2103	61.3	11
DSAC	300	24.8	6	459	37.7	8	495	41.3	20	853	68.1	8
DTIC	77	20.0	10	123	30.2	12	183	46.2	12	200	51.2	18
DMRS	2923	15.4		4897	25.8		8852	47.9		9184	48.5	
ATLANTA	288	13.8	21	270	13.2	25	1402	72.4	5	1142	59.1	12
BOSTON	429	17.5	14	626	25.2	16	1079	43.3	17	1323	51.4	17
CHICAGO	249	19.8	11	408	32.8	11	1321	111.3	1	951	82.1	2
CLEVELAND	266	14.4	20	743	40.6	6	894	48.7	11	1375	73.3	6
DALLAS	455	26.4	4	795	41.9	5	1085	60.1	8	1350	69.3	7
LOS ANGELES	314	8.3	26	904	25.1	17	1019	29.3	22	1905	52.6	15
NEW YORK	418	19.3	12	458	21.8	19	605	28.6	23	379	17.7	29
PHILADELPHIA	329	14.8	19	430	19.1	20	793	37.6	21	480	22.0	26
ST. LOUIS	175	12.0	24	263	17.1	23	654	43.2	18	413	23.5	24
HQ DLA	161	20.1	8	303	36.3	9	231	27.8	25	630	75.0	4
MSAs	139	12.7	23	8	0.6	27	170	12.7	29	306	19.1	28
DLA-WIDE	9459	18.2		14697	28.0		24271	46.5		26439	49.2	

*Standing among all activities

QUALITY INCREASES (PERCENT AVERAGE GENERAL SCHEDULE STRENGTH)

	FY 1987			FY 1988			FY 1989			FY 1990		
	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*
SUPPLY CENTERS	270	2.1		436	3.4		406	2.4		496	4.2	
DCSC	53	2.3	19	26	1.0	23	36	1.2	24	96	4.5	11
DESC	61	2.6	15	119	5.4	3	59	2.7	15	99	4.8	9
DFSC	16	2.4	18	22	3.1	11	27	3.4	11	25	3.3	16
DGSC	6	0.3	26	36	1.7	20	81	2.2	20	51	2.5	19
DLSC	51	2.2	20	79	3.4	10	127	2.8	13	172	8.5	4
DPSC	83	2.7	13	154	4.9	7	76	2.5	18	53	1.9	22
DEPOTS	53	2.4		25	1.2		42	1.8		65	2.2	
DDMP	11	2.5	16	0	0.0	26	0	0.0	27	0	0.0	26
DDMT	18	3.0	11	4	0.7	25	10	1.4	22	6	0.9	24
DDOU	8	1.3	22	8	1.4	21	8	1.3	23	13	2.1	20
DDRW	16	2.7	13	13	2.4	16	24	4.2	9	46	3.6	13
SERVICE CENTERS	165	3.2		163	3.3		221	3.8		293	4.7	
DASC	28	4.8	4	24	4.6	8	29	5.2	4	29	5.5	8
DFC							0	0.0	27	5	0.4	25
DIPEC	19	5.7	3	8	2.6	15	14	4.6	8	16	5.6	7
DLSC	29	3.6	6	23	2.9	13	37	4.8	7	56	7.9	5
DNSC							1	0.6	26	0	0	26
DRMS	68	3.4	7	52	2.7	14	52	2.6	16	55	2.8	18
DSAC	17	1.6	21	52	5.1	6	81	7.7	2	126	11.9	1
DTIC	4	1.1	23	4	1.1	22	7	2.0	21	6	1.9	22
DCMRS	584	3.2		589	3.4		727	3.8		899	4.5	
ATLANTA	65	3.2	9	125	6.8	1	122	6.6	3	67	3.6	13
BOSTON	100	4.3	5	50	2.2	17	88	3.7	10	123	4.7	10
CHICAGO	35	3.0	11	45	4.0	9	38	3.3	12	42	3.6	13
CLEVELAND	44	2.5	16	50	3.1	11	85	5.1	5	117	7.1	6
DALLAS	15	0.9	24	13	0.8	24	11	0.7	25	33	2.0	21
LOS ANGELES	113	3.3	8	70	2.1	18	91	2.8	13	166	3.6	13
NEW YORK	150	7.5	1	126	6.4	2	165	8.1	1	203	9.7	3
PHILADELPHIA	17	0.8	25	37	1.8	19	51	2.5	18	68	3.1	17
ST. LOUIS	45	3.1	10	73	5.2	5	76	2.6	16	80	3.7	12
OTHERS	28	2.7		36	3.5		31	2.6		36	3.3	
HQ DLA	47	6.8	2	37	5.3	4	36	5.1	5	71	10.8	2
DLA-WIDE	1147	2.8		1286	3.3		1463	3.2		1860	4.3	

*Standing among all activities

ADOPTED CIVILIAN SUGGESTIONS (PER 1,000 EMPLOYEES)

	FY 1987			FY 1988			FY 1989			FY 1990		
	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*
SUPPLY CENTERS	762	44.6		939	53.9		802	48.5		667	41.5	
DCSC	199	61.1	11	215	65.1	8	133	41.9	15	140	45.3	15
DESC	209	84.9	5	243	96.1	3	226	92.5	5	157	67.1	6
DFSC	8	10.9	21	5	6.7	24	2	2.3	25	4	4.7	24
DGSC	107	33.4	12	226	69.1	6	290	89.1	6	171	53.2	13
DISC	156	63.8	8	173	71.1	5	111	47.6	13	135	62.5	7
DPSC	88	16.7	18	77	15.0	22	40	8.9	21	60	13.6	22
DEPOTS	536	77.3		410	57.5		509	71.8		597	79.8	
DIMP	93	63.1	9	77	50.7	10	74	50.3	11	62	46.2	14
DDMT	40	18.6	16	73	33.5	17	62	28.3	17	81	37.3	16
DDOU	282	170.8	1	252	148.9	1	239	137.1	3	244	139.3	4
DDRW	121	73.1	7	8	4.6	25	134	79.7	7	210	94.6	5
SERVICE CENTERS	277	39.2		439	59.8		531	66.6		629	74.0	
DASC	52	79.3	6	12	16.9	20	7	11.2	20	5	2.2	26
DFC							3	5.6	22	20	18.2	20
DIPEC	81	122.5	2	32	48.1	11	109	172.7	2	108	173.4	2
DLSC	6	6.9	24	110	122.3	2	208	245.3	1	212	264.7	1
DNSC							0	0.0	26	0	0.0	28
DRMS	75	22.7	13	231	67.2	7	171	49.2	12	188	54.8	12
DSAC	17	14.1	19	47	38.6	13	33	27.5	23	31	24.8	17
DTIC	46	119.5	3	7	17.2	19	0	0.0	26	67	171.4	3
DCMRS	521	27.4		730	38.4		891	48.2		635	33.1	
ATLANTA	27	12.9	20	78	38.3	14	118	60.9	9	225	56.9	11
BOSTON	152	61.9	10	90	36.2	16	105	42.1	14	158	61.4	8
CHICAGO	27	21.5	15	29	23.3	18	35	29.5	16	22	19.0	19
CLEVELAND	167	90.7	4	150	82.0	4	98	53.4	10	108	57.6	10
DALLAS	9	5.2	25	26	13.7	23	194	107.5	4	115	59.0	9
LOS ANGELES	41	10.8	22	130	36.1	15	254	73	8	43	11.9	23
NEW YORK	49	22.8	14	33	15.7	21	52	24.6	18	32	14.9	21
PHILADELPHIA	39	17.5	17	97	43.2	12	35	16.6	19	45	20.6	18
ST. LOUIS	10	6.9	23	97	63.0	9	0	0.0	26	2	1.1	27
HQ DLA	3	3.8	26	0	0.0	26	2	2.4	24	3	3.6	25
DLA-WIDE	2099	40.4		2518	47.5		2735	52.3		2533	47.2	
ANNUAL OBJECTIVE	60.0			60.0			60.0			60.0		

*Standing among all activities

DISCIPLINARY AND CORRECTIVE ACTIONS (PERCENT AVERAGE STRENGTH)

	FY 1987			FY 1988			FY 1989			FY 1990		
	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*	NO.	RATE	*
SUPPLY CENTERS	363	2.13		267	1.53		301	1.82		347	2.16	
DCSC	70	2.15	7	54	1.64	12	59	1.86	12	58	1.88	12
DESC	26	1.06	19	39	1.54	15	31	1.27	21	33	1.41	17
DFSC	1	0.14	27	8	1.07	22	11	1.28	20	8	0.94	22
DGSC	90	2.81	5	85	2.60	5	105	3.23	3	112	3.49	2
DISC	97	3.96	4	35	1.44	17	21	0.90	23	44	2.04	9
DPSC	79	1.59	11	46	0.90	24	74	1.65	14	92	2.09	8
DEPOTS	459	6.62		272	3.81		216	3.05		205	2.74	
DDMF	98	6.65	2	45	2.96	4	30	2.04	10	29	2.16	7
DDMT	227	10.54	1	77	3.53	2	78	3.56	2	79	3.64	1
DDOU	32	1.94	9	38	2.25	7	42	2.41	7	34	1.94	10
DDRW	102	6.16	3	112	6.43	1	66	3.93	1	63	2.84	3
SERVICE CENTERS	85	1.2		111	1.51		122	1.53		152	1.79	
DASC	5	0.76	22	11	1.55	14	10	2.24	9	3	0.47	27
DFC							5	0.70	25	14	1.27	19
DIPEC	6	0.91	21	6	0.90	25	6	1.36	19	9	1.44	16
ILSC	9	1.04	20	12	1.33	18	12	1.64	16	8	1.00	21
DNSC							0	0.00	29	2	0.73	24
DRMS	56	1.70	10	62	1.80	11	65	2.97	4	83	2.42	5
DSAC	8	0.66	24	14	1.15	21	13	0.56	27	24	1.92	11
DTIC	1	0.26	25	6	1.47	16	11	1.39	18	9	2.30	6
DCMRS	293	1.54		334	1.76		333	1.80		247	1.29	
ATLANTA	24	1.15	16	44	2.16	9	32	1.65	14	27	1.40	18
BOSTON	32	1.30	14	47	1.89	10	43	1.72	13	26	1.01	20
CHICAGO	18	1.43	13	38	3.05	3	29	2.44	6	18	1.55	14
CLEVELAND	50	2.72	6	44	2.40	6	44	2.40	8	35	1.87	13
DALLAS	12	0.70	23	23	1.21	19	21	1.16	22	12	0.62	25
LOS ANGELES	80	2.12	8	80	2.22	8	65	1.87	11	30	0.83	23
NEW YORK	33	1.53	12	16	0.76	26	56	2.65	5	58	2.70	4
PHILADELPHIA	25	1.12	17	26	1.16	20	19	0.90	23	32	1.47	15
ST. LOUIS	19	1.3	14	16	1.04	23	24	1.59	17	9	0.51	26
HQ MGT SUP ACTVS	2	0.18	26	3	0.24	27	4	0.30	28	3	0.36	29
HQ ILA	9	.12	17	13	1.56	21	5	0.60	26	6	0.37	28
ILA-WIDE	1210	2.33		999	1.9		981	1.88		960	1.79	

*Standing among all activities

SICK LEAVE USAGE (AVERAGE HOURS PER EMPLOYEE)

	FY 1987		FY 1988		FY 1989		FY 1990	
	AVG	*	AVG	*	AVG	*	AVG	*
SUPPLY CENTERS	70.4		68.7		80.6		77.5	
DCSC	75.8	26	77.3	22	85.4	28	71.1	13
DESC	66.1	13	73.5	18	79.1	26	79.5	25
DFSC	68.4	16	75.4	20	70.5	13	74.7	19
DGSC	75.6	25	81.2	24	78.8	25	82.3	27
DISC	64.2	8	67.0	9	73.0	18	74.5	18
DPSC	69.4	18	52.6	1	85.1	27	79.3	24
DEPOTS	68.5		73.7		74.0		74.7	
DDMP	72.2	22	72.0	16	75.4	22	81.1	26
DDMT	72.7	23	76.0	21	78.6	24	78.0	21
DDOU	57.9	1	82.3	25	67.5	8	74.0	17
DDRW	70.1	21	63.9	6	73.5	19	68.2	7
SERVICE CENTERS	66.8		66.7		60.8		64.8	
DASC	63.4	5	59.6	4	49.0	1	50.1	1
DFC					52.9	2	79.1	22
DIPEC	63.7	7	68.4	13	73.8	20	66.2	5
DLSC	70.0	20	65.2	7	70.5	13	68.5	8
DNSC					57.2	4	53.3	2
DRMS	67.2	14	63.8	5	60.1	5	68.5	8
DSAC	68.0	15	79.0	23	67.8	10	61.8	3
DTIC	68.5	17	88.0	26	76.7	23	83.5	28
DCMRS	60.2		68.1		68.5		71.3	
ATLANTA	69.5	19	70.5	14	68.8	11	76.8	20
BOSTON	64.2	9	67.0	9	67.6	9	72.2	15
CHICAGO	65.6	11	58.7	3	69.9	12	68.9	10
CLEVELAND	60.7	3	65.8	8	64.9	6	66.3	6
DALLAS	63.4	6	67.6	11	65.8	7	72.2	15
LOS ANGELES	64.5	10	71.8	15	72.0	16	69.7	11
NEW YORK	74.0	24	73.5	18	75.3	21	79.1	22
PHILADELPHIA	65.9	12	72.6	17	70.8	15	72.1	14
ST. LOUIS	58.0	2	54.3	2	54.8	3	62.5	4
HQ DLA	61.5	4	67.7	12	72.6	17	70.4	12
DLA-WIDE	67.6		68.8		71.8		72.4	

*Standing among all activities

DLA EEO COMPLAINT ACTIVITY

I. COMPLAINT CLOSURES/TYPES

TYPE OF CLOSURE	FY 86	FY 87	FY 88	FY 89	FY 90
TOTAL COMPLAINTS FILED	242	242	217	242	193
REJECTIONS/CANCELLATIONS	48	63	24	47	70
WITHDRAWALS	25	36	31	31	45
SETTLED	45	40	67	61	52
AGENCY DECISIONS:					
-WITH A FINDING OF DISCRIMINATION	4	6	8	6	3
-WITHOUT A FINDING OF DISCRIMINATION	97	70	100	124	92
TOTAL CLOSURES	217	180	222	263	259

II. COMPLAINT INVENTORY

NO. ON HAND AT BEGINNING OF REPORT	232	268	311	306	285
NO. FILED	242	242	217	242	193
NO. CLOSED	217	180	222	263	259
NO. ON HAND AT END OF REPORTING PERIOD	268	330	306	285	219
RATE OF CHANGE	+36 (+15%)	+62 (+23%)	-5 (-2%)	-21 (-7%)	-66 (-23%)

III. INVESTIGATION OF COMPLAINTS

NO. OF COMPLAINTS INVESTIGATED	200	177	164	159	140
APPROXIMATE AVERAGE COST	\$1550	\$1700	\$1700	\$2000	\$2000

IV. AVERAGE PROCESSING TIME
STATUS OF ACTIVE COMPLAINTS AT CLOSE OF REPORTING PERIOD

	FY 88	AVG # OF DAYS IN PROCESS FROM FILING DATE	FY 89	AVG # OF DAYS IN PROCESS FROM FILING DATE	FY 90	AVG # OF DAYS IN PROCESS FROM FILING DATE
	NO.		NO.		NO.	
REJECTIONS/CANCELLATIONS	24	127	47	159	70	354
WITHDRAWALS	31	218	31	197	45	160
SETTLEMENTS	67	96	61	293	52	346
AGENCY DECISIONS (WITH AND WITHOUT HEARING)	100	741	124	730	92	522
TOTAL CLOSURES	222	407	263	464	259	379

V. COUNSELING/COMPLAINTS FILED BY NO. OF FULL-TIME POSITIONS

	FY 86	FY 87	FY 88	FY 89	FY 90
NO. FULL-TIME POSITIONS	52469	53730	50202	49127	57187
NO. PERSONS COUNSELED	1671	1551	1580	1252	925
NO. COMPLAINTS FILED	242	242	227	242	193
% COUNSELING/FORMAL	14%	16%	14%	19%	21%
% COUNSELING/TOTAL POSITIONS	3%	3%	3%	3%	2%
% FORMAL/TOTAL POSITIONS	.46%	.45%	.45%	.49%	.33%

FULL-TIME EMPLOYEES UNDER THE GENERAL SCHEDULE, AS OF END OF FISCAL YEAR

	1981		1982		1983		1984		1985	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
GS-1	209	0.58	106	0.29	67	0.18	106	0.27	105	0.3
GS-2	628	1.73	383	1.03	415	1.13	396	1.03	355	0.9
GS-3	2418	6.66	2334	6.30	2117	5.77	2570	6.66	2725	6.6
GS-4	4308	11.87	4418	11.92	4376	11.93	4407	11.41	4700	11.4
GS-5	5342	14.72	5361	14.47	5058	13.79	5869	15.20	6327	15.3
GS-6	1516	4.18	1568	4.23	1588	4.32	1591	4.12	1630	3.9
GS-7	3244	8.97	3287	8.87	3168	8.64	2886	7.48	3551	8.6
GS-8	287	0.79	300	0.81	312	0.85	309	0.80	328	0.8
GS-9	5815	16.03	6236	16.83	6189	16.87	6515	16.88	5828	14.1
GS-10	82	0.22	75	0.20	88	0.24	96	0.25	813	2.0
GS-11	5972	16.46	6311	17.04	6613	18.03	6919	17.92	7425	18.0
GS-12	4174	11.50	4318	11.66	4353	11.87	4524	11.72	4871	11.8
GS-13	1477	4.07	1530	4.13	1539	4.20	1592	4.12	1677	4.1
GS-14	567	1.56	583	1.57	564	1.55	590	1.53	674	1.6
GS-15	233	0.64	236	0.64	230	0.63	236	0.61	257	0.6
TOTAL	36272	100.00	37046	100.00	36677	100.00	38606	100.00	41266	100.00
AVERAGE GRADE	7.89		8.01		8.10		8.04		8.06	
AVERAGE SALARY	\$20552		\$21733		\$22821		\$23480		\$24169	

TABLE 9

FULL-TIME EMPLOYEES UNDER THE GENERAL SCHEDULE, AS OF END OF FISCAL YEAR

	1986		1987		1988		1989		1990	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
GS-1	157	0.4	98	0.2	60	0.1	52	0.1	21	0.1
GS-2	299	0.7	317	0.7	116	0.3	138	0.3	112	0.2
GS-3	2570	6.0	2456	5.7	1554	3.7	1757	4.1	1386	3.0
GS-4	4722	11.1	4627	10.7	4013	9.7	4745	11.1	3782	8.1
GS-5	5828	13.6	5733	13.3	5647	13.6	5818	13.6	6218	13.3
GS-6	1746	4.1	1856	4.3	1888	4.5	2065	4.8	2355	5.0
GS-7	3887	9.1	3250	7.5	2752	6.6	2928	6.8	3183	6.8
GS-8	349	0.8	365	0.8	361	0.9	364	0.8	399	0.9
GS-9	6388	15.0	6672	15.5	6293	15.1	5500	12.8	6067	13
GS-10	905	2.1	939	2.2	140	0.3	96	0.2	91	0.2
GS-11	7739	18.1	8057	18.7	9343	22.5	9669	22.6	11220	24.0
GS-12	5249	12.3	5539	12.8	5858	14.1	6036	14.1	7562	16.2
GS-13	1850	4.3	2017	4.7	2183	5.3	2273	5.3	2721	5.8
GS-14	743	1.7	851	2.0	959	2.3	1021	2.4	1187	2.5
GS-15	288	0.7	331	0.9	375	1.0	416	1.0	426	0.9
TOTAL	42720	100.00	43108	100.00	41542	100.00	42878	100.00	46730	100.00
AVERAGE GRADE	8.20		8.34		8.70		8.60		8.95	
AVERAGE SALARY	\$24466		\$25152		\$25838		\$28160		\$30,445	

**HANDICAPPED INDIVIDUALS PERMANENT EMPLOYMENT PROGRAM
AS OF 30 SEP 90**

	STRENGTH	DISABLED TARGETED	%	GOAL	NEEDED
DCMR Atlanta	1927	17	0.88	39	22
DCMR Boston	2716	36	1.33	54	18
DCMR Chicago	1245	19	1.53	25	6
DCMR Cleveland	1771	24	1.36	35	11
DCMR Dallas	1786	11	0.62	35	24
DCMR Los Angeles	4925	52	1.06	99	47
DCMR New York	2239	32	1.43	45	13
DCMR Philadelphia	2266	27	1.19	45	18
DCMR St. Louis	2267	26	1.15	45	19
DCSC	2818	39	1.38	56	17
DESC	2218	43	1.94	44	1
DFSC	833	6	0.72	17	11
DGSC	2918	49	1.68	58	9
DISC	2099	54	2.57	42	--
DPSC	4356	51	1.17	87	36
DTIC	373	17	4.56	7	--
DLSC	769	15	1.95	15	--
DASC	592	10	1.69	12	2
DNSC	260	3	1.15	5	2
DFC	1238	19	1.53	25	6
DIPEC COLUMBUS	105	1	0.95	2	1
DIPEC TRACY	105	3	2.86	2	--
DIPEC MECHANICSBURG	156	5	3.21	3	--
DIPEC MEMPHIS	243	5	2.06	5	--
DRMS HQ	414	3	0.72	8	5
DRMR MEMPHIS	829	19	2.29	17	--
DRMR COLUMBUS	730	8	1.10	15	7
DRMR OGDEN	867	9	1.04	17	8
DRMR PACIFIC	122	0	0.00	2	2
DRMR EUROPE	44	0	0.00	1	1
DSAC COLUMBUS	1020	14	1.37	20	6
DSAC OGDEN	121	3	2.48	2	--
DSAC PHILADELPHIA	95	4	4.21	2	--
DSAC RICHMOND	2	0	0.00	0	--
DDMP	1246	44	3.53	25	--
DDMT	1852	65	3.51	37	--
DDOU	1492	71	4.76	30	--
DDRW	3040	82	2.70	61	--
HQ DLA	810	4	0.49	16	12
DLA MSAs	946	10	1.06	19	9

TABLE 10

50

AVERAGE AGE, AVERAGE LENGTH OF SERVICE, AND RETIREMENT ELIGIBILITY
GS/GM EMPLOYEES
AS OF 30 SEPTEMBER 1990

	STRENGTH	AV. AGE	AVERAGE SERVICE	RETIREMENT ELIGIBLES			
				OPTIONAL NR.	%	DISCONT'D SVC. NR.	%
SUPPLY CENTERS	12512	41.9	13.8	919	7.3%	1728	13.8%
DCSC	2233	42.8	13.6	175	7.8%	307	13.7%
DESC	2145	41.6	13.6	162	7.6%	278	13.0%
DFSC	835	41.4	12.4	49	5.9%	91	10.9%
DGSC	2152	41.7	14.4	98	4.6%	352	16.4%
DISC	2097	42.1	13.4	158	7.5%	279	13.3%
DPSC	3050	41.8	14.4	277	9.1%	421	13.8%
DEPOTS	3010	43.1	14.3	166	5.5%	488	16.2%
DDMP	416	40.5	11.8	17	4.1%	36	8.7%
DDMT	666	41.6	12.6	27	4.1%	89	13.4%
DDOU	622	44.8	16.1	44	7.1%	145	23.3%
DDRW	1306	43.9	15.1	78	6.0%	218	16.7%
SERVICE CENTERS	6786	42.1	13.4	407	6.0%	1019	15.0%
DASC	601	42.0	14.1	39	6.5%	109	18.1%
DFC	1245	37.9	6.0	26	2.1%	105	8.4%
DIPEC	319	45.1	16.4	30	9.4%	48	15.0%
DLSC	759	42.3	14.7	25	3.3%	111	14.6%
DNSC	194	45.8	17.7	31	16.0%	29	14.9%
DRMS	2075	43.7	14.5	150	7.2%	276	13.3%
DSAC	1238	42.0	15.5	73	5.9%	267	21.6%
DTIC	355	42.7	16.0	33	9.3%	74	20.8%
DCMRS	21466	44.7	14.0	1888	8.8%	2664	12.4%
ATLANTA	1980	45.4	15.7	152	7.7%	328	16.6%
BOSTON	2827	43.9	13.5	252	8.9%	188	6.7%
CHICAGO	1258	45.0	14.1	132	10.5%	158	12.6%
CLEVELAND	1774	44.1	12.9	154	8.7%	161	9.1%
DALLAS	1799	45.3	14.8	140	7.8%	270	15.0%
LOS ANGELES	4956	45.5	14.4	439	8.9%	745	15.0%
NEW YORK	2242	46.4	12.5	289	12.9%	178	7.9%
PHILADELPHIA	2354	42.5	13.3	185	7.9%	269	11.4%
ST LOUIS	2276	43.9	14.6	145	6.4%	367	16.1%
HQ MSAs	1404	43.5	15.8	87	6.2%	259	18.4%
HQ-DLA	790	43.8	17.9	65	8.2%	172	21.8%
DLA-WIDE	45968	43.4	14.0	3532	7.7%	6330	13.8%

**AVERAGE AGE, AVERAGE LENGTH OF SERVICE, AND RETIREMENT ELIGIBILITY
WG EMPLOYEES
AS OF 30 SEPTEMBER 1990**

	STRENGTH	AV. AGE	AVERAGE SERVICE	RETIREMENT ELIGIBLES			
				OPTIONAL NR.	%	DISCONT'D SVC. NR.	%
SUPPLY CENTERS	3214	44.1	11.7	161	5.0%	353	11.0%
DCSC	769	41.7	12.2	25	3.3%	85	11.1%
DESC	108	42.2	13.9	6	5.6%	13	12.0%
DFSC	1	56.0	16.0	0	0.0%	0	0.0%
DGSC	975	40.1	11.9	25	2.6%	93	9.5%
DISC	12	49.1	17.3	3	25.0%	2	16.7%
DPSC	1349	48.5	10.9	102	7.6%	160	11.9%
DEPOTS	5645	41.7	13.7	153	2.7%	901	16.0%
DDMP	890	40.3	12.6	12	1.3%	37	4.2%
DDMT	1622	40.4	11.3	26	1.6%	179	11.0%
DDOU	1050	43.2	15.5	47	4.5%	245	23.3%
DDRW	2083	42.6	15.2	68	3.3%	440	21.1%
SERVICE CENTERS	1617	45.0	13.4	110	6.8%	223	13.8%
DASC	28	41.0	12.0	2	7.1%	9	32.1%
DFC	0	0	0	0		0	
DIPEC	298	43.4	14.4	17	5.7%	46	15.4%
DLSC	11	45.3	20.4	0	0.0%	4	36.4%
DNSC	78	43.7	12.1	10	12.8%	5	6.4%
DRMS	1178	45.6	13.1	79	6.7%	152	12.9%
DSAC	5	37.0	10.8	0	0.0%	0	0.0%
DTIC	19	43.7	20.7	2	10.5%	7	36.8%
DCMRS	49	43.3	14.6	7	14.3%	5	10.2%
ATLANTA	5	41.2	13.0	0	0.0%	2	40.0%
BOSTON	4	42.0	10.8	0	0.0%	0	0.0%
CHICAGO	6	43.0	19.5	1	16.7%	2	33.3%
CLEVELAND	7	40.9	16.1	1	14.3%	0	0.0%
DALLAS	4	54.5	14.3	1	25.0%	0	0.0%
LOS ANGELES	11	49.5	20.5	4	36.4%	1	9.1%
NEW YORK	12	36.7	7.9	0	0.0%	0	0.0%
PHILADELPHIA	0	0	0	0	0.0%	0	0.0%
ST LOUIS	0	0	0	0	0.0%	0	0.0%
HQ MSAS	9	46.1	8.3	0		0	
HQ-DLA	0						
DLA-WIDE	10534	43.0	13.0	431	4.1%	1482	14.1%

TABLE 12