

DEFENSE LOGISTICS AGENCY

The Nation's Combat Logistics Support Agency



PEOPLE AND CULTURE PLAN

*Human Capital Management in the
Defense Logistics Agency*



DEFENSE LOGISTICS AGENCY MESSAGE FROM THE DIRECTOR

For more than five decades, the Defense Logistics Agency has proudly and effectively served the Warfighter. The foundation for our success is simple: our people.

We could not accomplish any of the objectives in our Strategic Plan without the men and women of DLA, and the culture of excellence within which they thrive. They are at the center of everything we do.

This plan reflects my guiding leadership principle - if you take care of your people, the mission will happen.

Full commitment to our People and Culture Plan will assure we provide the right resources and environment to a highly skilled workforce fully capable of mission success as we provide global, agile, and innovative support to the Warfighter and our Nation. Join with me as we look to the future and continue to build our legacy as the Nation's Combat Logistics Support Agency.



Darrell K. Williams
Lieutenant General, US Army
Director, Defense Logistics Agency



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Warfighter First!



MESSAGE FROM THE DLA HUMAN RESOURCES DIRECTOR

DLA's ability to attract, develop, and retain a diverse, skilled, and agile workforce is vital to our continued success as the Nation's Combat Logistics Support Agency. This plan aligns DLA's mission, goals, and objectives with proven Human Capital strategies. All DLA organizations, employees, and senior leaders own this plan as they work together to achieve a shared vision integrated with the Agency's Strategic Plan.

Successful implementation of this plan ensures DLA is able to effectively manage its talent in a safe and efficient work environment while transforming the Agency's culture and operations. This plan is an enduring resource that leverages key operating goals, metrics, and other tools embedded in Annual Operating Plans (AOPs) to monitor organizational performance and capabilities.

J1 is committed to sustaining a highly skilled workforce capable of meeting and exceeding goals of this plan and subsequently the needs of America's Warfighters and DLA's other customers. Extensive efforts have gone into maximizing HR programs in recent years, and this plan continues to build on those efforts. I look forward to working together with DLA senior leaders, employees, and their representatives to ensure our workforce has the skills, tools, and supporting culture needed to meet our Agency's ever-changing and challenging mission demands.



Mr. Brad Bunn
Director,
Defense Logistics Agency
Human Resources



DLA CORE VALUES

Leadership, Professionalism, and
 Technical Knowledge
through
 Dedication to Duty
 Integrity
 Ethics
 Honor
 Courage
 Loyalty

DLA is adopting the DoD core values as outlined in DoDI 1400.25-V431.

ALIGNMENT STATEMENT

Strategic Alignment is a process that senior leaders implement and monitor throughout the planning lifecycle to link key operational systems and processes to the organization's mission. By providing top-level direction and guidance for the agency, senior leaders communicate the organization's goals and strategic direction to operational leaders (e.g., supervisors and managers) and employees who then can identify and close gaps during the strategic workforce planning process.

The DLA People and Culture Plan (P&CP) identifies strategies to proactively acquire, develop, engage, and retain the workforce required to meet DLA's mission. Organizations may use their AOPs to identify the initiatives, metrics, and other tools they will use to evaluate their progress in achieving the strategies outlined in the plan.

The DLA P&CP spans and supports all lines of effort outlined in the DLA Strategic Plan 2018 - 2026: Warfighter First, Global Posture, Always Accountable, Whole of Government, and Strong Partnerships. The goal of the DLA P&CP is to ensure DLA optimizes its people resources to achieve the mission effectively and efficiently.

DLA PEOPLE AND CULTURE PLAN



HUMAN CAPITAL CHALLENGES

“Investing in Our Most Valued Resource”

During the next five years, several significant external factors are expected to affect DLA and its workforce. These factors are discussed below and are reflected in our P&CP objectives.

DEMOGRAPHICS

Human resources policies, programs, and practices will continue to evolve to meet the changing demographics in our workforce. U.S. Census Bureau projections indicate that our nation will continue to become more racially, ethnically, and generationally diverse. Although the anticipated loss of knowledge and experience associated with the increase in the number of employees eligible to retire causes uncertainty, it is also an opportunity for new and existing employees to take on increasing levels of responsibility. DLA must execute effective succession planning and knowledge capture/transfer strategies to mitigate risks to the mission.

For the first time in history there are four different generations working side-by-side in our workforce: Traditionalists (born between 1922 and 1945), Baby Boomers (born between 1946 and 1964), Generation Xers (born between 1965 and 1980), and Generation Ys or Millennials (born between 1981 and 2000). Another new development is the increasingly critical role civilians play in supporting global DoD missions. These changing demographics will require continued assessment of current human resources initiatives and new strategies to excel in such areas as recruitment, training and development, work-life balance, managing in a geographically dispersed environment while maintaining strong connections to DLA culture, knowledge transfer, leadership skills, labor management relations, and a culture that fosters inclusiveness and employee engagement.

In order to attract and retain these generations DLA must provide high-performing professionals an opportunity to fully use their skills. DLA also must provide an environment that values individual contributions and embraces all cultural, generational, religious, and lifestyle differences and beyond. By maintaining a culture of acceptance and inclusion, DLA can leverage individual skills and talents to streamline processes and implement industry best practices, and thus successfully accomplish its mission both today and in the future.

ECONOMY

The economy is one of the factors that influences the federal government's ability to recruit top talent and retain its workforce. Historically, it is easier to recruit and retain a workforce during economic downturns. In strong economic times, employees are more likely to seek other employment and advancement opportunities that make the competition for highly qualified talent much greater. In addition, potential changes to federal employee

benefits and wages and reduced federal budgets make recruitment and retention more difficult. DLA Human Resources will support organizations as they identify and monitor the success of strategies aimed toward building a strong organizational culture, achieving diversity, increasing workforce competence, and enhancing employee engagement.

DLA must continue to define itself as an employer of choice within the federal sector. This will require reinforcing our brand of excellence connected to the DLA mission and a reputation for valuing diversity and inclusion. Our success in attracting and acquiring highly skilled talent requires a comprehensive strategic approach that deviates from traditional recruitment efforts and embraces innovative partnerships and outreach efforts.

In addition, all facets of the Federal government will need to continue to do more with less as the Administration balances the need to reduce the Federal deficit while providing the crucial funding and other resources necessary to respond to current conflicts, security threats, and an increasing number of humanitarian and other disaster relief operations. It is critical that DLA not only recruit and retain a diverse workforce, but also ensure the workforce has the critical skills necessary to operate in this constrained environment.

TECHNOLOGY

Technology is rapidly transforming the way we work, play, and interact with others. Current and future technological advancements will further allow employees to rapidly access, synthesize, and share information needed to meet work requirements anywhere, any time.



HUMAN CAPITAL CHALLENGES (CON'T.)

Success depends on empowering our workforce through technology to meet changing mission requirements, which in turn depends on our workforce's ability to capitalize on these technological advancements and opportunities. DLA must recruit, develop, and sustain a workforce that is technically proficient and agile to adopt emerging technologies, which requires innovative human capital management strategies.

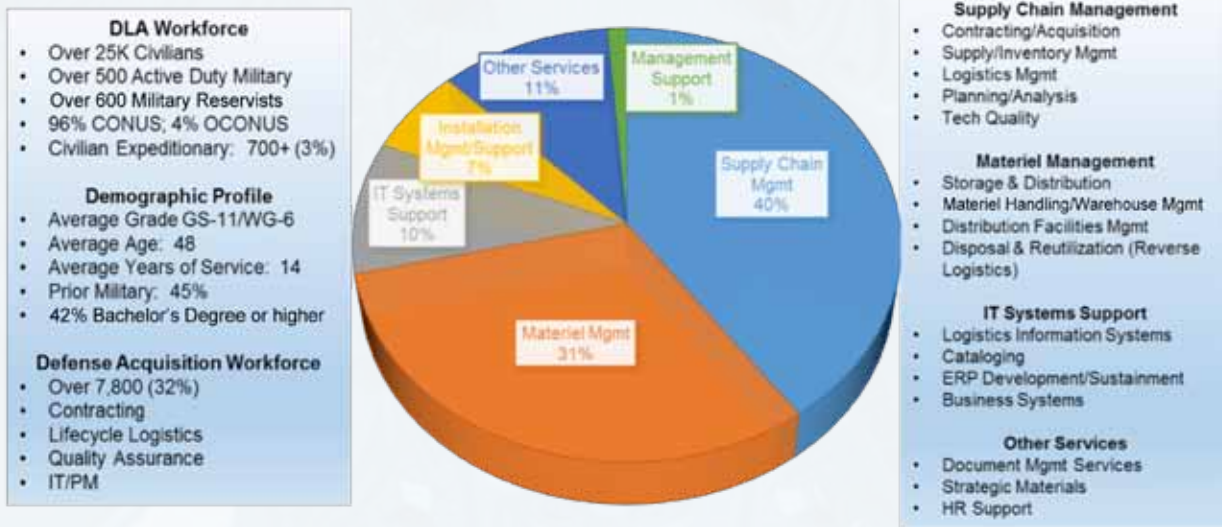
WORK ENVIRONMENT

The success of an organization is largely dependent on its ability to achieve a high-performing, results-driven culture and to sustain that culture in light of changes to demographics, economics, and technology. These factors will impact each segment of DLA, and DLA Human Resources must strategically partner with leadership and the workforce to carry out DLA's

mission. We must employ change management techniques that decrease the uncertainty associated with changes and mitigate resistance to change. We must also collaborate with our labor unions to communicate and implement positive change, which is vital to an invigorated, sustained, and resilient workforce.

DLA must be a good steward of our resources and effectively manage risks to deliver optimal service and products to our internal and external customers alike. Our leaders must cultivate an environment where employees feel included and respected and where they have the tools and flexibilities needed to produce innovative and highly effective products and services. Our employees need to embrace a continuous learning and improvement culture and continue to provide DLA with the feedback needed to identify our strengths and opportunities to improve their work environment.

DLA WORKFORCE AT-A-GLANCE



Key Core Competencies

- Demand Planning
- Inventory Management
- Procurement
- Storage & Distribution

Key Support Competencies

- Information Systems Management
- Financial Management
- Human Resources Management
- Facilities/Installation Management

Civilian Demographic Profile



PEOPLE AND CULTURE

DLA is a high-performing organization, and our workforce is our greatest asset. To further improve performance, we will use innovative approaches to attract and retain mission-focused people. We will foster an environment that unlocks the full potential of our employees, enabling them to achieve peak performance and meet future challenges. To accomplish this, we will continue to attract and hire highly skilled individuals, further develop their competencies and resilience, and cultivate and retain the next generation of diverse leaders and workforce so that DLA can meet current and future mission demands.

The key to mission success is to continue our focus on people and culture and ensure our greatest resource, people, are engaged and motivated. Engagement is the emotional commitment our employees have to DLA and its mission. It

is a key driver of higher retention, increased innovation and productivity, and decreased absenteeism.

Organizational culture refers to the underlying beliefs, values, and assumptions held by members of an organization, and the practices and behaviors that exemplify and reinforce them. More simply, it's "the way things get done around here."

The objectives described in the next two sections reflect the key priorities of the Agency given the environment we are faced with, and will shape specific initiatives, investments, and HR programs over the next several years.

Given the importance of both people and organizational culture, the objectives identified in this plan have been categorized as focusing on either People or Culture.



PEOPLE AND CULTURE OBJECTIVES

Objective 1: Develop Leaders – Leverage and expand leadership programs that attract, develop, and retain diverse talent to meet current and future mission requirements.

It is essential that DLA's managers and supervisors effectively lead an increasingly diverse workforce to unlock the full potential of our people's backgrounds, experiences, and perspectives in a technologically advanced workplace. We must assess and improve our current leadership model and leadership competencies to cultivate supervisors who are prepared to successfully manage in this evolving environment.

- **Objective 1.1** Develop leaders by refreshing and strengthening leadership and workforce competencies.

DLA will use available data (i.e., competency assessment results, IDP completions) to assess and improve our current leadership model and leadership competencies.

- **Objective 1.2** Implement DLA processes and initiatives that build candidates for career enhancement opportunities.

We will use career development programs and succession management initiatives to develop candidates with the skills needed to inspire greater confidence and productivity in the workforce.

Objective 2: Resource the Enterprise - Recruit and retain a diverse, talented, and skilled workforce.

People are DLA's most important asset. Without a trained and skilled workforce, the agency cannot accomplish the DLA mission. DLA must complement its recruitment and retention strategies with a variety of paths to career success. Attracting and retaining a highly skilled, diverse workforce requires a comprehensive strategic approach, innovative recruitment efforts, succession management initiatives, and the right balance between speed and quality in the hiring process.

- **Objective 2.1** Leverage all hiring authorities and flexibilities and improved competency-based assessment methodologies to recruit and retain a diverse, highly skilled workforce.

DLA will maximize use of authorities, flexibilities, and robust candidate assessment strategies to more effectively attract, hire, and retain a top-notch, diverse workforce capable of meeting DLA's mission needs.

- **Objective 2.2** Continually assess FTE execution rates to ensure that DLA is properly manned to complete its mission; adapt staffing/retention strategies to key priorities.

DLA will maintain an FTE execution rate that allows the agency to meet mission objectives and strategic goals.

- **Objective 2.3** Implement improvements to end-to-end hiring process to improve speed and enable readiness.

DLA will assess process management and improvement opportunities to enable efficient, effective, and reliable hiring actions.

Objective 3: Manage the Talent - Develop, promote, and sustain initiatives to strengthen workforce competencies to meet emerging mission requirements.

DLA Human Resources will partner with Agency leaders and Functional Community Managers (FCMs) to assess emerging and future mission imperatives that may require new enterprise and occupational competencies. We will continue developing and updating career maps that identify learning and development opportunities to help employees chart their career path. All of this comprises a comprehensive talent management approach that will position the Agency for success.

- **Objective 3.1** Develop/refresh mission-critical and non-mission-critical competency models and career maps.

DLA will assess competency models and career maps to enhance professional development and meet the needs of current mission requirements.

- **Objective 3.2** Implement training and development strategies to address competency gaps.

DLA will prepare for the emerging and future mission environment by identifying and implementing new strategies to maintain a high-performing workforce. We will identify critical competency gaps and training and development strategies to close the gaps.



PEOPLE AND CULTURE OBJECTIVES (CONT.)

- **Objective 3.3** Invest in the development of our current and future acquisition workforce to strengthen our capabilities for meeting new requirements and emerging technologies.

DLA will develop an innovative acquisition workforce capable of professional and technical excellence in acquiring and sustaining DLA purchases and stock to support our military services.

Objective 4: Sustain our People – Provide the environment, tools, and resources for employees to be protected, resilient, and mission-focused in the face of professional and personal challenges.

DLA relies on a large and diverse workforce to meet its mission. The key to DLA's future success is to develop a flexible workforce capable of meeting and overcoming obstacles and able to adapt to changes. In turn, DLA leadership must provide a safe, healthy, and secure work environment within which our people can thrive. Our capacity to respond to pressure and the demands of daily life and crisis operations, to absorb those demands, to flex with them, and to recover and return to both the DLA mission and our personal lives is crucial to maintaining work/life balance.

- **Objective 4.1** Promote awareness and availability of programs and resources that contribute to workforce resiliency.
DLA will promote the availability of workforce resiliency programs and resources that will help employees create or maintain a work/life balance, recover quickly from setbacks, and handle the demands that are placed upon them.
- **Objective 4.2** Maintain individual and organizational focus on the safety and security of our workplace.
DLA will ensure Agency functions are performed in a manner that safeguards human health and provides a safe and healthy working environment for all employees and that the agency is equipped to detect, deter, and mitigate potential risks to DLA networks, personnel, facilities, and operations.

Objective 5: Fortify the Culture – Foster an organizational culture where employees are engaged and motivated to achieve mission excellence.

DLA has leveraged the use of surveys for many years to assess the current culture and identify ways to improve it, with the overarching purpose of developing and sustaining a high-performance culture. The surveys provide a confidential mechanism for employees to share feedback on their work environment, resulting in opportunities for DLA employees and leaders to engage in thoughtful, data-driven discussions that lead to informed action and improve our collective performance.

- **Objective 5.1** Leverage the DLA Culture/Climate Survey to assess organizational culture/climate, conduct analyses, and develop enterprise focus areas.
DLA will prepare and execute the DLA Culture/Climate Survey followed by comprehensive analyses of the results and delivery of actionable recommendations to improve the DLA culture.

- **Objective 5.2** Deliver, implement, and monitor concrete action plans to address specific issues identified in the DLA Culture/Climate survey.

DLA Senior Leadership and Culture Champions will collaborate on the development and implementation of culture action plans to address specific challenge areas identified in the DLA Culture/Climate Survey administration. Culture action plan progress will be monitored by the DLA Director at AOP reviews and quarterly by J1.

Objective 6: Perform and Reward – Sustain a results-oriented performance culture that links individual performance and recognition to organizational goals and performance-based actions.

DLA is committed to creating a culture of high organizational effectiveness that focuses on employee engagement, development, performance, and accountability. The benefits of a successfully implemented performance management and appraisal program includes a workforce where every employee's duties are aligned with the organization's goals and objectives and where employees understand the importance of the work they do every day.

The DoD Performance Management and Appraisal Program (DPMAP) helps realize this alignment by creating a performance management framework with a focus on continuous feedback and two-way communication between supervisors and employees. Effective performance management is a partnership between employees and supervisors aimed at mission success.

Recognizing and rewarding achievements or contributions is an integral part of effective performance management. Acknowledging good performance in a timely way, not just at the end of a rating cycle, is part of creating a high-performing culture. DLA is establishing an enterprise approach to performance-based recognition and awards under DPMAP through which awards will be distributed in a fair, consistent, and transparent way that makes meaningful distinctions in levels of performance.

- **Objective 6.1** Leverage DPMAP to improve employee engagement, enhance accountability, and create a high-performing culture.
DLA will use DPMAP to increase awareness of individual performance expectations, desired results, and the employee's importance in supporting organizational performance. DPMAP's primary features include performance elements that are aligned with organizational goals, emphasis on the leadership requirements of supervisory positions, ongoing supervisor/employee communications to clarify expectations and address barriers to success, timely performance recognition throughout the performance cycle, and use of MyPerformance to document and support key activities during the performance cycle.
- **Objective 6.2** Develop, implement, and sustain an enterprise approach to awards and recognition that is fair, transparent, and makes distinctions in levels of performance.

PEOPLE AND CULTURE OBJECTIVES (CONT.)

DLA will develop and implement an enterprise approach to awards and recognition that distributes awards in a fair and transparent way, reflects meaningful distinctions in levels of performance, acknowledges the DPMAP tenet of ongoing and timely recognition throughout the performance cycle, and provides activities some flexibility in execution. DLA also will monitor and evaluate the awards approach over time and make any necessary adjustments.

Objective 7: Build Connections – Create an environment where employees share a common perspective allowing them to work effectively across organizational boundaries, eliminate “silos,” and promote actions that are in the best interest of DLA as a whole.

DLA must develop and implement opportunities for collaboration in a manner that reduces stovepipes and gains efficiencies across organizations. DLA must also cultivate an inclusive environment that engages employees, promotes mutual respect and trust, and provides tools and flexibilities at all levels that maximize individual and collective potential.

- **Objective 7.1** Increase communication, collaboration, and integration by fortifying practices that help employees work across organizational lines to reach a goal.
- **Objective 7.2** Provide interpersonal communication strategies and robust/targeted training that promotes building healthy relationships between supervisors and employees, as well as between employees in virtual and non-virtual environments.

- **Objective 7.3** Promote a diverse and inclusive environment that empowers employees at all levels to perform to their maximum potential.

DLA will provide opportunities for employees to increase productivity and effectiveness, remove identified barriers that limit employee advancement, identify strategies to recruit underrepresented groups, and promote diversity and inclusion.

Objective 8: Protect the Workforce – Leverage and enhance the DLA Safety & Occupational Health (SOH) Program to build a culture focused on reducing the risk of injury or illness to the workforce and maintaining a safe and healthy workplace.

DLA is committed to creating a safety culture that focuses on leadership engagement and employee involvement. The critical task is to execute a predictive SOH program by enabling organizations to focus on preventing the next mishap. To achieve this objective, we will provide MSCs with the capabilities they need to make timely, informed decisions based on risk.

The DLA SOH program will be an enduring leadership program, enabling organizations to pursue recognition as Voluntary Protection Program (VPP) Star sites.

- **Objective 8.1** Improve mishap reporting and investigation using the DLA SOH Management System in support of providing leaders with actionable trending and analysis for making risk based decisions.

DLA will leverage supervisor engagement using Enterprise Safety Applications Management System (ESAMS) to increase awareness of hazards present in the workplace and establish controls by addressing findings and recommendations documented during mishap investigations to focus on development of controls and lessons learned.

- **Objective 8.2** Improve SOH inspection and hazard management process to focus on eliminating or controlling identified hazards in the workplace.

DLA will leverage supervisor engagement and the use of safety monitors to characterize and prioritize SOH risk, focus on repairing deficiencies and developing controls to protect employees from injuries/illness, and minimize loss or damage to equipment/facilities.

- **Objective 8.3** Improve SOH training and awareness programs by aligning current programs with emerging SOH modernization efforts to ensure standardization across all organizations.

DLA will leverage training development resources to merge training and requirements with core competencies, gaining efficiencies and effectiveness, and evolve specialized training to meet specific risk based requirements.



ROLES AND RESPONSIBILITIES

“Promote a diverse and inclusive work place where all employees can thrive”

DLA Director, MSC Commanders, and Other DLA Senior Leaders

- Provide strong leadership and direction by setting DLA's vision and strategic priorities for mission accomplishment.
- Elevate diversity and inclusion as a mission-critical imperative.
- Demonstrate top-down commitment for an integrated, Enterprise-wide approach to human capital management, and hold subordinate managers accountable for results.
- Identify and implement human capital priorities, measures, and targets aligned to DLA's P&CP.
- Allocate resources (budget, people, technology, etc.) in line with People and Culture management goals and objectives.
- Review progress against DLA strategic priorities.
- Clearly communicate DLA's People and Culture management goals, objectives, and action items to employees to help them understand how they align with DLA's Strategic Plan.

DLA Equal Employment Opportunity and Diversity

- Analyze and advise on civilian workforce, policies, programs, external labor force data, and issues such as market conditions, skills, compensation, recruitment sources, hiring authorities, EEO considerations, and workforce demographics.
- Strengthen leadership competency in the areas of diversity and inclusion through customized training and ongoing education.
- Advise and assist in the development and execution of strategic recruitment actions to build the candidate pool for targeted jobs.

DLA Human Resources

- Partner with DLA organizations to ensure human resource programs, policies, and tools support DLA strategic and business planning initiatives.
- Provide expert guidance, analysis, and innovative solutions to help organizations recruit, develop, engage, and retain the workforce needed to meet current and future requirements.

Functional Community Managers (FCMs)

- Partner with other stakeholders as needed to develop, monitor, track, and implement workforce planning efforts and strategies in their respective communities.
- Ensure efforts and strategies are aligned with mission requirements.

Functional Community Manager POCs

- Execute the human capital strategies and objectives of the FCM.
- Implement workforce planning processes.
- Review and analyze workforce data.
- Develop gap closure strategies and monitor progress.

Managers

- Make human capital a mission-essential priority, and develop action plans to support accomplishment of People and Culture goals and objectives including diversity and inclusion.
- Hold subordinate supervisors accountable for results, and monitor their organization's progress in meeting their People and Culture goals and objectives.
- Clearly communicate DLA's People and Culture management goals, objectives, and action items to employees to help them understand how they align with DLA's Strategic Plan.

Supervisors

- Clearly communicate DLA's People and Culture management goals, objectives, and action items to employees to help them understand how they align with DLA's Strategic Plan.
- Incorporate DLA's People and Culture goals, objectives, and action items into employee performance plans as appropriate to ensure employees understand their role in helping DLA accomplish its human capital strategies.
- Collaborate with DLA Human Resources to identify possible strategies to close gaps in DLA's People and Culture program.
- Identify current and future position requirements to ensure recruiting is focused, and timely and produces high-quality candidate pools.
- Act responsibly and in a timely manner on hiring decisions.

Diversity & Inclusion

Our Differences
Are Our Strengths



DLA Workforce

- Participate in DLA-endorsed Culture/Climate Surveys and share recommendations on ways to improve DLA's culture and meet People and Culture objectives.
- In coordination with supervisors, identify competency proficiency levels and appropriate training and development to enhance skills and individual growth.
- Periodically assess progress toward reaching developmental goals.
- Seek opportunities to gain new skills.
- Maintain a high level of performance.

Unions

- Represent the interests of bargaining unit employees.
- Collaborate with management to improve productivity and cost savings as well as quality of employee work life.



MONITORING PROGRESS

“If you take care of your people, the mission will happen!”

DLA Organizations will regularly update the DLA Leadership on the implementation of goals and strategies in the DLA P&CP via the DLA governance and reporting processes that are listed below.

DLA Governance Process

- Purpose: Venues where the DLA Leadership provides and is provided informational updates on various DLA programs and initiatives. Decisions are made as appropriate. At a minimum, the DLA P&CP will be reviewed on a quarterly basis through the following venues:
 - o DLA Executive Board
 - o DLA Alignment Group
 - o DLA Performance Review Advisory Board
 - o Executive Resources Board
 - o Supply Chain Integration Council

Reporting Mechanisms

- Quad Charts
- Interim Progress Review (IPR) Charts
- Plan of Action and Milestones (POAMs) and Project Plans
- Weekly Activity Reports
- DLA Human Resources Situation Reports (SITREPS)
- Dashboards
- DLA P&CP Annual Report
- Organization Annual Operating Plan Reviews
- Health of the Agency Briefings

PEOPLE AND CULTURE ENABLERS

Human Capital Enablers & Initiatives

Training & Learning

- **Pathways to Career Excellence (PACE)** - Entry level 2-year program for key occupations
- **ENGAGE** - Newcomer Orientation Program
- **DLA Training Schoolhouse** - Over 170 instructor-led courses offered across mission spectrum
- **DLA Learning Management System** - State of the art virtual learning environment
- **Tuition Assistance Program** - DLA funded pursuit of further education

Leader Development

- **Enterprise Leadership Development Program** - Curriculum and continuous learning for all levels of leadership
- **Executive Development Program** - Professional & Leadership development for high potential future leaders
- **Leadership Roundtable** - Share best practices

Career Management & Succession

- **Functional Community Management** - Competency development and assessment
- **Career Guide & Maps** - Planning tools for every employee
- **Merit Promotion Program** - Robust internal advancement opportunities
- **Succession Management** - Planning tools for critical positions
- **Enterprise Rotation Program** - Experiential learning
- **Coaching & Mentoring** - Enterprise and local programs

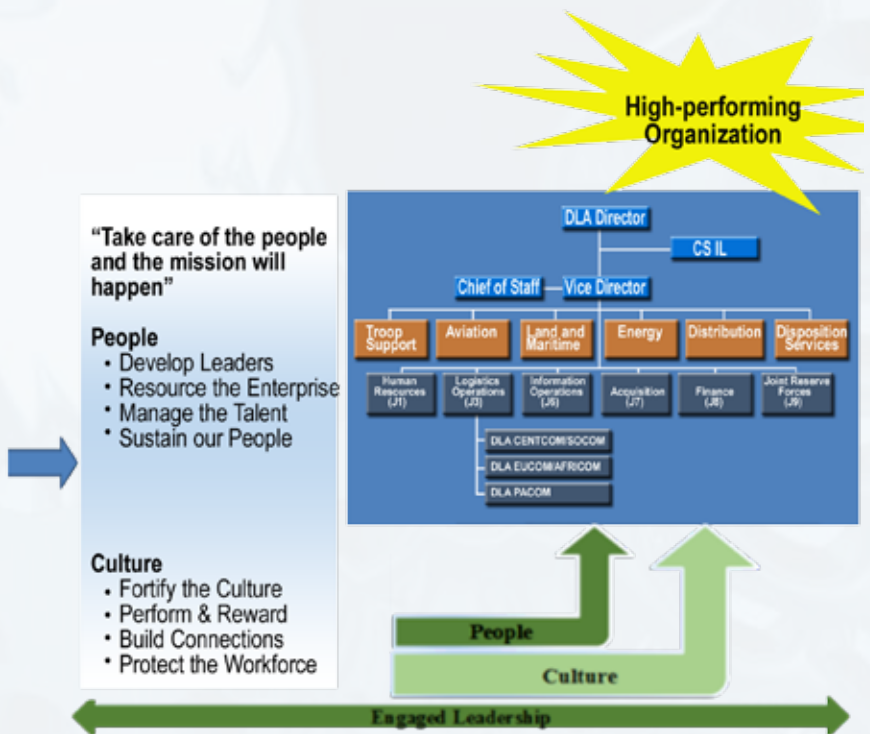
Culture/Climate Enablers

Culture & Engagement

- **DLA Culture/Climate survey** to gather feedback from workforce
- **Concrete Action Planning & Monitoring**
- **Collaborative Labor Relations and Partnership**

Diversity & Inclusion

- **Affirmative Employment Plans**
- **Workforce Recruitment Program** - Enabling employment of People with Disabilities
- **Special Emphasis and Multi-Cultural Programs** - Increasing awareness and promoting inclusion
- **Alternate Dispute Resolution** - Conflict resolution through open communication





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