

<b>EEOC FORM 715-01 PART A - D</b>		<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>DOD Missile Defense Agency</b>		<b>For period covering October 1, 2016 to September 30, 2017</b>	
<b>PART A Department or Agency Identifying Information</b>	<b>1. Agency</b>		Missile Defense Agency
	1.a. 2nd level reporting component		
	1.b. 3rd level reporting component		
	1.c. 4th level reporting component		
	<b>2. Address</b>		5700 18th St., Bldg 245
	<b>3. City, State, Zip Code</b>		Fort Belvoir                      Virginia                      22060
	<b>4. Agency Code</b>	<b>5. FIPS code(s)</b>	DD27
<b>PART B Total Employment</b>	1. Enter total number of permanent full-time and part-time employees		2448
	2. Enter total number of temporary employees		2
	3. Enter total number employees paid from non-appropriated funds		0
	<b>4. TOTAL EMPLOYMENT [add lines B 1 through 3]</b>		2450

EEOC FORM  
715-01  
PART A - D

U.S. Equal Employment Opportunity Commission  
FEDERAL AGENCY ANNUAL  
EEO PROGRAM STATUS REPORT

DOD Missile Defense Agency

For period covering October 1, 2016 to September 30, 2017

**PART C**  
**Agency**  
**Official(s)**  
**Responsible**  
**For Oversight**  
**of EEO**  
**Program(s)**

1. Agency Head	Director, LT GEN GEN Samuel Greaves
2. Agency Head Designee	Executive Director, John H. James, Jr.
3. EEO Director	Director, Office of Equal Opportunity and Diversity Management, Anita Boush
4. Affirmative Employment Manager	Affirmative Employment Manager Kelly Whatley
5. Complaint Processing Manager	Deputy Director, Office of Equal Opportunity and Diversity Management, Rachel Inabinett
6. Other EEO Staff	
7. MD-715 Preparer	
8. Diversity and Inclusion Officer	Director, Office of Equal Opportunity and Diversity Management, Anita Boush
9. Disability Special Emphasis Program Manager	Disability Program Manager, Monique Mixon
10. Hispanic Special Emphasis Program Manager	Affirmative Employment Manager Kelly Whatley
11. Women's Special Emphasis Program Manager	Affirmative Employment Manager Kelly Whatley
12. Anti-Harassment Program Manager	Director, Human Resources, Donna Davis
13. Reasonable Accommodation Program Manager	Disability Program Manager, Monique Mixon

DOD Missile Defense Agency

For period covering October 1, 2016 to September 30, 2017

PART D List of Subordinate Components Covered in This Report	Subordinate Component and Location (City/State)	CPDF and FIPS codes	
	Missile Defense Agency, Huntsville/AL	DD27	
	Missile Defense Agency, Colorado	DD27	
	Missile Defense Agency, Dahlgren/VA	DD27	
	Missile Defense Agency, Fort Greely/AK	DD27	

DOD Missile Defense Agency

For period covering October 1, 2016 to September 30, 2017

### EXECUTIVE SUMMARY

The Missile Defense Agency (MDA) is a research, development, and acquisition agency within the U.S. Department of Defense (DoD). MDA is responsible for managing, directing, and executing the Ballistic Missile Defense (BMD) program. MDA's mission is to develop and deploy a layered BMD System to defend the United States, its deployed forces, allies, and friends from ballistic missile attacks of all ranges in all phases of flight. MDA coordinates with the Combatant Commanders, other DoD components and federal agencies, foreign governments, international organizations, and others as authorized.

MDA's total government civilian workforce at the end of fiscal year 2017 included 2,450 employees and 185 military service members located in five states and international locations. The contracted workforce included approximately 591 Other Government Agency (OGA) civilians, approximately 4,891 contractor support positions, and 546 Federally Funded Research & Development Center (FFRDC) and University Affiliated Research Center (UARC) positions.

The MDA Vision is to "earn our Nation's confidence in developing effective homeland and regional missile defense."

The following core values guide us in all that we do to effectively achieve our mission and pursue our vision:

- Respect
- Teamwork
- Dedication
- Integrity
- Professionalism

"Foster a supportive environment for a diverse and professional workforce" remains one of MDA's top strategic organizational goals.

One of the MDA Equal Opportunity and Diversity Management Office's (EO) primary goals is to assist the Agency in achieving full diversity at all levels and within all occupational fields but specifically, to address low participation rates by members of minority groups, women, and individuals with disabilities in MDA's mission critical occupations and senior level positions.

#### REVIEW OF MDA EO PROGRAM BY THE SIX ESSENTIAL ELEMENTS OF A MODEL EEO PROGRAM

MDA's EO related FY 2017 accomplishments and FY 2017 planned activities are addressed below by the six essential elements of a model EEO program: (A) Demonstrated Commitment from Agency Leadership, (B) Integration of EEO into the Agency's Strategic Mission, (C) Management and Program Accountability, (D) Proactive Prevention of Unlawful Discrimination, (E) Efficiency, and (F) Responsiveness and Legal Compliance.

#### ESSENTIAL ELEMENT A

##### Demonstrated Commitment from Agency Leadership

The MDA Director, executive and senior management officials continues to demonstrate a firm commitment to equality of opportunity for all employees and applicants for employment. This commitment is demonstrated by their direct and indirect engagement with the workforce and other management officials to foster a culture of inclusiveness, dignity, and respect. This commitment is communicated from the top down through issuances of Policy Memoranda Numbers 11 (Equal Employment Opportunity and Anti-Discrimination, 20 (Anti-Harassment), 55 (Diversity), and Disability Employment (85). Each year, policy memoranda are updated, issued, disseminated to all MDA employees. These policies are vigorously enforced by agency management.

Notification and Federal Employee Anti-Discrimination and Retaliation Act (No FEAR) Training is conducted throughout the year and at the end of FY 2017 84.5% of all MDA employees, supervisors, and managers completed the on-line No FEAR Act training via the Agency's Learning Management Systems (E-LMS). New employees are required to complete the training not later than thirty (30) days after their Enter On Duty (EOD) date. The No FEAR training addresses MDA's EO Policy Memoranda above and provides a link to the EO portal page where the policies are posted.

The EO Director continues to enjoy the full and vigorous support of the MDA Senior Leadership.

#### ESSENTIAL ELEMENT B

##### Integration of EEO into the Agency's Strategic Mission

EO is an integral strategic partner within the MDA leadership structure. The EO Director has direct access to the Director and other senior management officials. The EO Director meets regularly with the agency Director, Deputy Director, Executive Director and senior management officials to provide advice and guidance on the requirements to develop policies, plans, procedures, and regulations necessary to carry out MDA's EEO program. This includes informing the agency head and senior leadership about all EEO programs in effect while also providing advice and counsel in regards to supervisor/management officials of their EEO roles and responsibilities. She meets weekly with the MDA Executive Director (Senior SES civilian and number three on the organizational chart) to discuss programmatic issues, concerns, and progress. The EO Director attends the EEOC EEO Directors quarterly meetings and conveys pertinent programmatic information to leadership and her staff.

The EO Director also meets weekly with the MDA Director, Deputy and Executive Director, and all program directors and managers during the BMDS Update and Senior Leader Sit-Down where she reports the latest status of EEO programs and initiatives. The EO Director also serves as subject matter expert and technical advisor to many of the agency's corporate boards and councils to include the Personnel Management Board; the Diversity, Wellness, and Morale Advisory Council, the

Threat Assessment IPT, Suggestion Box Program, Missile Defense Career Development Program, STEM Diversity Outreach Program, and Acquisition Demonstration performance pay pools.

The EO Director is consulted on human resources issues and meets regularly with the Human Resources Director and her staff.

In a collaborative effort, the EO program has the full support and assistance of the MDA Visual Information and Production Centers where all forms of EEO media are developed and distributed to the workforce. Information such as federal EEO laws, regulations and requirements, rights, duties and responsibilities, and Special Emphasis Program events continue to be placed on the EO Portal page, on bulletin boards, Communication's Roundtable e-mail notices, video kiosks, and the "Diversity Matters" display cases located at all MDA sites.

MDA's goal is to better leverage MDA managers and employees in the implementation of the Agency's EO, Diversity and Disability programs through active engagement, education, awareness, mentoring, and outreach opportunities.

#### ESSENTIAL ELEMENT C

##### Management and Program Accountability

MDA had no Findings of Discrimination during the FY 2017 reporting period. MDA had 15 formal complaints filed in FY 2017 which is an increase of 10 from FY 2016. The top three bases were sex (female), reprisal and disability. The top three issues were assignment of duties, harassment (non-sexual) and reasonable accommodations. Of the 15 cases files, three were dismissed and one was withdrawn prior to a final decision. There was also one complaint pending a final agency decision (FAD), four pending a formal hearing, six pending investigation and three were pending accept/dismissal determination. The 15 complaints were filed by 12 different individuals across the agency. Although there was a moderate increase in the number of filings from FY 2016 to FY 2017, the filings still comprise less than one percent (.61% FY 2017 compared to 0.13% in FY 2016) of the total civilian MDA workforce (2,450 compared to 2,375 in FY 2016). This percentage remains statistically insufficient to establish any causal relationship or to glean a discernible pattern from the filings. A review of complaints filed indicate there is no correlation to where the complaint was filed (organization) and who was named as the management official. However, any increase is worth noting and we will continue to monitor for patterns and trends in the filings as well as continue exploring creative and effective ways to mutually resolve complaints at the lowest possible level.

EO participates in bi-weekly meetings with the Human Resources and General Counsel (GC) Office regarding agency discipline and other personnel matters to ensure EEO concerns and implications are addressed and considered. The EEO and GC offices work together to ensure compliance with settlement agreements and orders issued by MDA, EEOC, and EEO related cases from the MPSB, as applicable.

The EO Director participates in bi-weekly meetings with the Human Resources and General Counsel (GC) Office on regarding agency discipline and other personnel matters to ensure EEO concerns and implications are addressed and considered.

The EEO and GC offices work together to ensure compliance with settlement agreements and orders issued by MDA, EEOC, and EEO related cases from the MPSB, as applicable.

Periodic audits and reviews of the FY 2016 civilian workforce data and results of the Employee Viewpoint Survey were conducted to assess program effectiveness and ascertain MDA's efforts to prevent and remove employment barriers.

#### ESSENTIAL ELEMENT D

##### Proactive Prevention of Unlawful Discrimination

Through constant evaluation of MDA Programs we are continuously identifying areas where improvements might be implemented. These assessments are conducted annually by evaluating and monitoring workforce data to identify potential triggers. Ongoing efforts exist to adequately conduct barrier analyses to identify existing policies and procedures, which may have an adverse impact on certain EEO groups. We continue to make strides to investigate the root causes of triggers and to identify and eliminate barriers. MDA's FY 2017 MD 715 established planned activities to address potential and real deficiencies. Stakeholder engagement continues to be a critical aspect in identifying and analyzing potential and existing barriers.

#### ESSENTIAL ELEMENT E

##### Efficiency

The Missile Defense Agency established its Alternative Dispute Resolution (ADR) Program in June 2002 and codified its procedures in the MDA Instruction 5500.01, which was reissued in September 2011. The Office of General Counsel serves as the Dispute Resolution Specialist and is responsible for the oversight and implementation of the ADR program. The MDA instruction, however, delegates to the Director of Equal Opportunity and Diversity Management the responsibility to apply ADR appropriately as it relates to EEO complaints of discrimination.

MDA continues to maintain an efficient, fair, and impartial complaint resolution process at all times. ADR is highly encouraged and offered to aggrieved parties in an effort to facilitate early, effective, and efficient resolution of workplace disputes.

MDA continually utilizes a tool developed in-house for tracking and managing informal and formal complaint activity. This tool allows EEO personnel to identify the location, status, and length of time elapsed at each stage of the agency's complaint inventory as well as resolution process. It also tracks the issues and bases, and individuals involved in the complaint. This continual monitoring and tracking of complaint activity ensures compliance and avoids any unnecessary delays in processing. MDA has an effective means of collecting, tracking, and maintaining race, national origin, sex, and disability data. The data source is the Defense Civilian Personnel Data System (DCPDS).

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#### ESSENTIAL ELEMENT F

#### Responsiveness and Legal Compliance

MDA is in compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions. We continue to issue timely responses to orders and directives issued by EEOC Administrative Judges.

#### REPORT OF COMPLIANCE REGARDING 2017 TECHNICAL ASSISTANCE ASSESSMENT OF THE MISSILE DEFENSE AGENCY EEO & DIVERSITY PROGRAM

In March 2017, MDA EO participated in a technical assistance assessment conducted by the Equal Employment Opportunity Commission (EEOC), Office of Federal Operations (OFO). By EEOC memorandum dated 21 August 2017, MDA was instructed to submit a compliance report that demonstrated meaningful progress to correct identified program "deficiencies." The MDA EO Director requested approval to submit the compliance report as a part of the FY 2017 MD-715 submission and approval was granted via email dated 18 December 2017 by Ms. Lori Grant, Director, Agency Oversight Division, Equal Employment Opportunity Commission. This section of the Executive Summary will serve as the narrative portion of the compliance report with additional/detailed information found in Part H of this Report.

The EEOC identified the following program deficiencies in its 2017 technical assistance assessment:

##### 1. Location of the MDA Reasonable Accommodations Program

During the assessment, EEOC learned that the EEO Director had been performing the duties of the Disability Reasonable Accommodation Program Manager. They noted that where the agency's EEO staff participates in deciding accommodation requests, an actual or perceived conflict may arise.

Resolution: To correct the cited deficiency, MDA's Disability and Reasonable Accommodations program was relocated to the MDA Human Resources (HR) Office, under the control and direction of the HR Director. Though the Program was transferred to HR, it should be clearly understood that the MDA EEO Director has substantial equity in the Program and will continue to monitor, advise, and enforce MDA's compliance with the requirements set forth in EEOC Management Directive 715 and 29 C.F.R. §§ 1614.203(d)(7)). An official memorandum was issued transferring responsibility from MDA EO to MDA HR signed by the MDA Executive Director, dated January 17, 2018. A copy of this memorandum can be found in the supporting documentation section of this Report. It is MDA's position that this deficiency is corrected and will not be reported in next year's (FY 2018) report submission.

##### 1. Failure to Collect Applicant Flow Data

In EEOC's August 21, 2017 memorandum to the agency, it stated that in MDA's Executive Summary of its FY 2016 MD-715 report, the agency explained that the applicant flow data in tables A9 and A11 only included data from the USA Staffing system but not the Internal Canvass system (lateral transfers from one MDA organization to another). EEOC continued by stating that they expected in the FY 2017 Report, MDA would expand its plan to include the missing applicant flow data from the Internal Canvass system.

Resolution: Applicant flow data has been collected, tracked, and reported in this report. Data is available at Table A11 attached to this report. MDA EO misinterpreted the reporting requirement for data table A9 in its FY 2016 report which led to inadvertently stating that MDA could not provide applicant flow data for the A9 table. A closer examination of the data required to populate table A9 reveals that the information required to be reported is applicant flow data for "Selections for Internal

Competitive Promotions for Major Occupations by Race/Ethnicity and Sex.” MDA Internal Canvass hires are classified as “lateral reassignments” and not “promotions.” Therefore Internal Canvass hires should not be reported on table A9.

In a telephone conference with the MDA EO Director and EEOC representatives (Mr. Marcus Artis and Ms. Virginia Ardeau on 4 October 2017, this clarification was explained in detailed and it was agreed that MDA would articulate this explanation in Part H as well as in the Executive Summary. MDA expects that this clarification will satisfy EEOC and that it will be deemed corrected with MDA not expected to report this issue as a deficiency in future reports.

#### 1. Low ADR Participation Rate during the Pre-Complaint Stage

EEOC noted that from FY 2013 to FY2016, MDA completed 23 EEO counseling's; however, only one complainant participated in ADR during the informal stage. They noted that in FY 2014, the agency's participation rate was 14%, however, that percentage rate decreased to 0% in FY 2015 and FY 2016. EEOC noted that they believe the contributing factor has to do with the lack of employee buy-in and recommended MDA take meaningful steps to improve employee's perception of the ADR Program.

Resolution: In 2017, MDA EO Office reported on the 462 Report that the agency pre-complaint ADR participation rate was 7%. This is a significant increase for the two previous FYs. MDA EO has completed the following actions in an effort to achieve meaningful progress toward eliminating the stated deficiency:

1. Thorough review of EEOC ADR Report, Part II – Best Practices in Alternative Dispute Resolution (FY 2003 – FY 2004) completed on 2/21/2018.
2. Developed survey questions for the workforce and coordinated efforts with MDA information Technology (IC) to launch on survey MDA Portal page – 01/30/2018. Expect survey completion and evaluation to be completed by 06/30/2018.
3. Final draft of ADR policy completed and submitted for official internal staff coordination on 03/16/2018.
4. Dedicated a page on the EO Quarterly Newsletter to the workforce marketing ADR and encouraging its use – 03/01/2018.
5. Continuing to explore assertive marketing techniques.

#### 1. Untimely Final Agency Decisions on the Merits

EEOC noted that MDA had not timely issued its final agency decisions (FAD) on the merits. From FY 2014 through FY 2016, MDA EO has issued five merit FADs, all of which were untimely. EEOC recommended MDA to establish a plan in this year's Part H and demonstrate meaningful progress toward implementing its plan.

Resolution: MDA EO secured a contract for FAD writing services through a third party vendor in the 1st Quarter of FY 2017. Since that time, MDA issued a timely FAD on the merit in MDA Case Number 2016-MDA-001 which was issued on the 50th day. MDA expects that with the additional contract support, it will maintain its compliance with regulatory time frames regarding merit based FADs. It is MDA's position that this deficiency is corrected and will not be reported in next year's Report. MDA EO will continue to diligently monitor progress going forward.

#### PROGRAM UPDATE:

In depth analysis and discussion regarding Applicant Flow Data may be found in the Addendum to the Executive Summary.

MDA updated its Anti-Harassment procedures and Policy Memorandum on November 14, 2017 which was signed by the newly appointed Director of the Agency, Lieutenant General Samuel A. Greaves, USAF. The policy and procedures include language about bullying and hazing in accordance with OSD guidance. All the elements required by EEOC to include a statement regarding the protections for employees and applications against retaliation for reporting harassment are also included in this policy memorandum. The document is posted on the MDA EO portal page for supervisor and employee information. It is also included in information packets provided at new employee orientation sessions. A copy of the procedures is included in this report as supporting documentation.

MDA EO continues to analyze and review its personnel and hiring policies to identify possible barriers to minorities and women in senior/executive positions, as well as Hispanics and people with targeted disabilities in all grade levels throughout the agency. We continue in our efforts to address potential barriers to minorities, women, and people with disabilities. These include the following existing and newly planned activities:

- Incorporate barrier analysis discussions in the Agency's Personnel Management Board (PBM) agenda items to engage senior leaders in efforts to give high level visibility to the identification and elimination of barriers to equality of opportunity for all MDA employees and candidates.
- Continue to evaluate the background and experience of members of senior grade levels to identify competencies required to execute mission in MDA's critical occupations.
- Continue to evaluate the background and qualifications of African American and female candidates seeking advancement to

the senior ranks.

- Examine the recruitment of African Americans and females into the senior grade levels and management positions.
- Continue to investigate all phases of the merit promotion process and career development programs.
- Continue to conduct thorough review and analyses of applicant flow data to identify potential triggers/barriers.
- Identify selecting officials' experience in the hiring process to identify potential barriers.
- Evaluate the background and qualifications of Hispanic candidates seeking employment and advancement opportunity.
- Examine the background, qualifications and recruitment efforts of Hispanics and People with Disabilities at all levels from entry to senior grade levels.
- Continue to expand engagement, recruitment, outreach, and partnership opportunities to Hispanic Serving Institutions (HACUs, League of United Latin American Citizens (LULAC), and Great Minds in STEM (HENAAC).

**OTHER SIGNIFICANT ACCOMPLISHMENTS:**

MDA EO has an existing partnership with ICT to develop the "Section 508 Team." The Team maintains adherence to Federal policy and establishes IT guidelines and standards that ensure full access to information and technology for employees with disabilities. This partnership satisfies program requirements while maintaining compliance with network security standards and guidelines to reduce risks to the Agency's infrastructure while providing necessary tools for qualified people with disabilities to perform their jobs. EO works with IT in supporting MDA employees by developing, providing, and maintaining an automated system that facilitates the request, evaluation, procurement, fulfillment, and management of EIT equipment using the IT Service Delivery Model. This model is the framework for how IT services are provided and is comprised of seven service Lines of Business which are all used in support of the Section 508 Program to provide full access to People with Disabilities.

The Missile Defense Career Development Program (MDCDP) is a three-year developmental program for entry level positions. In the fall of 2017, MDA participated in a recruitment campaign for approximately 58 MDCDP positions across several career fields including engineering, human resources, logistics, contracting, acquisition program management and financial management. MDA attended career fairs at 36 diverse colleges/universities across the United States and three diversity conferences, including Hispanic Engineer National Achievement Awards Corporation (HENAAC), Society of Women Engineers, and Women of Color. MDA's recruitment efforts focused on sharing information with graduating seniors regarding MDA and MDCDP opportunities. Job announcements for the MDCDP positions opened at the end of the recruitment blitz to allow interested and qualified candidates to apply and be considered for employment that begins in the spring of 2018.

During fiscal year 2017 (FY17), MDA had three active MDCDP classes, class 14, class 16, and class 17. Class 14 has 45 members that will be completing their three-year program at the end of April 2018. Class 16 has 47 members that will start completing their three-year program in June 2018. Class 17 had 68 members who started arriving in May 2017, with current entry on duty continuing through December 2017. Originally, MDA had 76 requirements for Class 17; however, through the interview and selection process, 68 MDCDPs were hired with three pending final offers.

In addition to hiring new MDCDPs, MDA uses the Science, Technology, Engineering, and Mathematics (STEM) program to recruit future prospects and fill education gaps based on national defense needs. MDA STEM's mission is to increase K-12 and college students' awareness of STEM in order to increase the number of U.S. scientists and engineers capable of solving future missile defense challenges. MDA STEM, a component within the Advanced Technology Program office, works with MDA's Equal Opportunity and Diversity Management, Engineering Directorate, Director for Human Resources, and Public Affairs, to broaden and enhance the STEM pipeline, and support workforce training and development opportunities. Distributing efforts across this three-tiered target group: K-12, college, and MDA workforce aims to engage, educate, employ, and retain STEM talent, thus achieving continuity of STEM involvement from grade school to retirement.

In response to the Presidential Memorandum, Increasing Access to High-Quality Science, Technology, Engineering, and Mathematics (STEM) Education, MDA STEM aims to equip America's youth with STEM skills that strengthen the backbone of American ingenuity and drive solutions to complex problems across industries.

The MDA Equal Opportunity and Diversity Management Office drafted the inaugural issue of the quarterly MDA/EO newsletter, EO Interceptor, as a resource for the MDA workforce. It will serve to build an important bridge between the EO community and MDA's leaders, supervisors, and employees and provide useful information regarding current and emerging EEO and diversity related issues. This inaugural issue will be followed by subsequent quarterly issues. Each issue will include valuable information related to conflict resolution, disability employment and reasonable accommodation, employee and supervisor spotlights, workplace discrimination case updates, a supervisor's toolbox, EO calendar of events, and an inspirational quote. Though the newsletter will be helpful and informative, it does not replace the sound expert advice available to the workforce from the MDA/EO team.

The Office of Personnel Management (OPM) and the Equal Employment Opportunity Council (EEOC) are jointly urging agencies with at least 1000 full time equivalent employees (FTEs) to conduct a focused barrier analysis on Hispanic employment. Agencies have been asked to focus the analysis on employees at the GS-12 through Senior Executive Service (SES) levels. The results of this analysis, current and new strategies will support the principles and commitments articulated in Executive Order 13583, Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce as well as the recommendations of the Hispanic Council on Federal Employment (HCFE) and the EEOC Management Directive (MD) 715 to remove barriers to EEO in the Federal workplace.

MDA is committed to develop, foster, and sustain a culture in which diversity and inclusion is valued and leveraged, and where all employees enjoy equal access to opportunity. All MDA employees are challenged to harness the strengths of our individual differences and practice inclusion to create a high performing work environment where all employees are optimal contributors to MDA's mission objectives. Infusing diversity into the fabric of MDA's culture promotes an environment necessary to develop innovative and technical solutions for the complex Ballistic Missile Defense challenges we face today. MDA will utilize every bright mind to help the United States, its deployed forces and our allies to meet and exceed the challenges of an ever present threat.

In response to the Office of Personnel Management (OPM) and the Equal Employment Opportunity Council (EEOC) January 2017 memorandum urging federal agencies with at least 1000 full time equivalent employees (FTEs) to conduct a focused barrier analysis on Hispanic employment, MDA provides as an attachment to this FY 2017 MD 715 submission, its Hispanics in the Workplace Barrier Analysis Report. The Report focuses its analysis on employees at the GS-12 through Senior Executive Service (SES) levels. The results of this analysis, current and new strategies are outlined in the Report and supports the principles and commitments articulated in Executive Order 13583, Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce.

MDA conducted The Human Capital support of the EO Barrier Analysis began with initial requirements review to determine the best approach to gain the proper insights needed to answer the EEOC questions. Following the initial requirements review, a gap analysis was executed in order to understand what personnel data is available through the traditional systems (Defense Civilian Personnel Data System (DCPDS), PRIDE, Personnel Tracking System (PTS), etc.) as it related to the analytical requirements. This was primarily the 'initial analytical setup' and is shown below in Figure 1.

MDA STEM meets DoD Strategic Goals #1-5 across our program portfolio:

1. Communicate the value and purpose of the DoD STEM Strategy and the need for engagement.
2. Inspire youth and community engagement in STEM education and outreach in the K-12 domain by supporting and enhancing student and educator participation in DoD-sponsored STEM events.
3. Cultivate the future STEM talent pool through supporting and enhancing undergraduate and graduate students served by DoD-sponsored STEM programs.
4. Promote increased participation of underserved groups in STEM activities and education programs.
5. Enhance the efficiency and effectiveness of STEM initiatives by gathering evidence using a systematic approach.

Our FY17 program accomplishments include:

- Hosted MDA Engineering in Art, an MDA initiative, at Alabama A&M University and the Huntsville Museum of Art in June 2017. The two weeklong educational event engaged underserved rising third and fourth graders in STEM activities, introducing foundational STEM and design principles and cultivating enthusiasm for STEM by providing students with the opportunity to employ science concepts, the engineering design process, and basic art elements to explore STEM career possibilities. Thirty-seven students from Girls Inc. and nine students from the Boys & Girls Club toured both the Alabama A&M University campus and the Huntsville Museum of Art and participated in hands-on science projects.
- Hosted a two-day Teacher Professional Development Workshop in November 2016 at Sunrise Elementary School in Los Angeles. The workshop included ballistic missile defense system specialty speaker sessions and a lunch and learn provided by Los Angeles Air Force Base STEM Outreach. This workshop served as a pilot event for a more robust teacher education program planned for the following summer.
- Hosted the inaugural MDA STEM Education Development, a weeklong summer workshop for K-8 educators that provides presentations and tools for hands-on learning to relate STEM concepts to missile defense applications and teacher classroom instruction, in Tysons, VA in July 2017. The educational event engaged 19 educators from across the country, instructing participants in the engineering design process, STEM concepts, STEM careers, and providing participants with the opportunity to engage in hands-on science activities that can be used in their classrooms. The multifaceted workshop was developed in response to teacher request for specific techniques to teach STEM subject matter and inspire the pursuit of STEM careers. Due to the substantial impact of the program, MDA STEM plans to host an annual workshop.
- In partnership with the Advanced Research and Architecture and Concepts organizations, MDA STEM hosted the 2017 MDA Military Academy Summer Internships with two interns from each of the following academies: the Air Force Academy, the Naval Academy, and West Point. The month-long internships serve to provide our technical programs with an outside perspective while not only enhancing cadet/midshipmen academic studies, but also developing greater consideration of MDA as a potential employer.
- Awarded two Boosting Engineering Science and Technology (BEST) Robotics hubs with grants in FY17 to fund robotics kits for new teams.
- Provided training for a classroom speaker, including briefing slides, in March 2017 speaking engagement at second-grade career day at Hampton Cove Elementary for an audience of ~80 children.
- Led the STEM program for the 2017 Take Your Child to Work Day event in April 2017. MDA STEM narrated the opening ceremony and conducted STEM activities at HQ, Fort Belvoir; Dahlgren; and Redstone Arsenal. During the activities, approximately 700 students (600 in Huntsville, 65 in Fort Belvoir, and 40 in Dahlgren) explored the concepts of force, trajectory,

kinetic energy, sound waves, and electricity. STEM activity bags were provided to the MDA workforce at Schriever Air Force Base and Vandenberg Air Force Base as they were not able to participate in actual event. Applying science in a fun, yet practical manner further established the connection between education and implementation of these scientific principles while engendering excitement for STEM.

- As the DoD Site/District and MDA Coordinator for DoD FIRST Robotics Grants, MDA STEM coordinated the endowment of twelve (12) DoD FIRST grants and nine MDA mentors.

- Engaged MDA volunteers to judge at various events within close proximity to MDA regions:

- Alabama Regional Future City Competition
- Front Range BEST Robotics Competition
- InSPIRESS Spring Competition
- Mid-Atlantic Future City Competition
- New Mexico BEST Robotics Competition
- North Alabama Regional Science and Engineering Fair
- Pike's Peak Regional Science Fair
- South's BEST Regional Robotics Championship
- Tennessee Valley BEST Robotics Competition

- Supported the MDA Earth Day event in April 2017 by engaging the participation of two local 2017 Future City teams, who placed first and second in the Alabama Regional Future City Competition. The Future City Teams presented their solutions to a real-world environmental sustainability challenge. In doing so, they impressed the value of quality STEM education on our workforce.

- In partnership with NASA/Marshall Space Flight Center and Garrison-Redstone Arsenal, MDA STEM jointly hosted 54 students from Birmingham, Alabama in May 2017 for a National STEM Week at the Labs event. Through this government-wide effort to bring students from underrepresented communities into labs and research centers for a day of hands-on activities, tours, and speakers, MDA STEM aims to reach students who may not traditionally have opportunities to visit such facilities and engage them in STEM-related activities and learning in the hopes of inspiring interest in STEM.

- Alongside MDA Executive Director Mr. John H. James, MDA STEM attended the 28th Annual Great Minds in STEM HENAAC in October 2016 in Anaheim, California. As HENAAC convenes thousands of individuals from the entire STEM education and workforce sector, MDA STEM participation allowed us to collaborate with other STEM partners to promote increased participation of underserved groups in STEM activities and education programs.

- The MDA Executive Director, who serves as the primary MDA STEM Champion, has been a key participant for the STEM Diversity Campaign efforts. The STEM Diversity Campaign is a hybrid reporting unit for the DoD STEM Development Office and DoD Equal Opportunity and Diversity Management.

- The MDA Executive Director and MDA STEM participated in the Black Engineers of the Year Award conference in February 2017 in Washington, D.C. in support of STEM and Equal Opportunity and Diversity.

- Participated in the Society of Women Engineers Conference and Career Fair in October 2016 in Philadelphia, Pennsylvania. The conference attracted a global audience of more than 11,000 men and women at all stages of their engineering careers, allowing MDA to advance STEM and agency awareness for novice and experienced professionals.

- Participated in the Viterbi Engineering Career and Internship Fair on October 11, 2016 at the University of Southern California. The fair, which hosted ~3,000 USC engineering students, allowed us the opportunity to promote MDA STEM careers.

Across the spectrum, MDA STEM promotes increased engagement with underserved populations and concerted efforts near MDA sites.

In FY17, MDA became a Sponsoring Facility under the DoD Science, Mathematics and Research for Transformation (SMART) Scholarship for Service Program. The DoD SMART Program Office allotted funding for up to five MDA scholars. Mr. John H. James Jr. provided all five allocations to the Chief Information Officer for the STEM area of Cyber Security.

In FY17, MDA entered our second year as a Sponsoring Facility under the DoD SMART Scholarship for Service Program. The DoD SMART Program Office allotted funding for up to 15 scholars; adding to the five from 2016. Mr. John H. James Jr. provided the 2017 allocations to the Engineering Functional Community (to include Test and Quality).

During 2017, the 2016 scholars started working in the area of Cyber Security at the Missile Defense Integration and Operations Center (MDIOC) in Colorado Springs. Two of the scholars, after graduating in the spring, began their government careers as members of our Missile Defense Career Development Program. The remaining three scholars started their first summer internships. At the end of the summer, the 2016 scholars presented an out brief of their experience to Mr. James and other senior leaders.

Upon selection of the 2017 scholars (12 scholarships awarded), site visits were conducted at MDA locations in Dahlgren, VA and Huntsville, AL. The scholars received an orientation that included exposure to the various aspects of the ballistic missile defense system and how engineering plays a critical role. In addition, the scholars visited some of our industry and government partners (e.g., Navy ship tour).

The 2017 scholars (three females, nine male) are currently enrolled in schools in different parts of the country (PA, VA, AL, FL,

MI, CO, IO) and are in various stages of their academic pursuits (four undergraduate, seven graduate, one PhD). Upon graduation, the scholars will be no-competitively hired using the SMART hiring authority and join our three-year MDCDP, as they not only fulfill their service obligation for the scholarship but also begin their DoD careers. These SMART scholars support MDA's succession plan for building the future STEM workforce necessary for missile defense.

The MDA Diversity, Wellness and Morale Advisory Council (DWMAC) continues to identify and communicate the diversity management, wellness, and employee engagement issues faced by the MDA workforce to the Executive Leadership. The Council advises the Executive Leadership on workforce issues, recommends potential resolutions, and provides feedback on workforce initiatives. Council members serve as liaisons for the MDA workforce to bring forth ideas and recommendations with regard to diversity management, employee engagement, and employee wellness issues. The Council briefs and receives direction from MDA's Executive Management Council. The Executive Management Council serves as the Council's sponsor, and the Equal Opportunity and Diversity Management Director and the Director for Human Resources serve as technical advisors to the DWMAC.

There are six DWMAC sub-committees, including Employee Development, Tone and Core Values, Wellness, Diversity Inclusion, Employee Interest Groups, and Leadership Speaker Series.

- Employee Development works on tools to help individuals further their careers.
- Tone and Core Values produced three new videos emphasizing MDA's core values.
- Wellness supported an individual initiative to provide a Mindfulness Meditation event agency-wide.
- Diversity Inclusion works with the Equal Opportunity and Diversity Management Director in many efforts to include special emphasis monthly activities.
  - Employee Interest Groups (EIG) empowers employees to connect and rally around common interests. There are 11 EIG across all MDA geographical locations with a new EIG in staffing in FY17.
  - With the Leadership Speaker Series, the DWMAC continues to provide a forum where senior executives participate in discussion panels to provide valuable advice and share their professional and personal success stories. The Leadership Speaker Series continued to see an increase in participation throughout FY17. The series is always a favorite and a valuable Council initiative.

The 2017 Federal Employment View Point Survey, sponsored by the Office of Personnel Management, shows how MDA was characterized over previous FY. MDA experienced an FY17 survey response rate of 49.2% (821 responses). The FY 17 survey was significant in that the sample consisted of 70% of the eligible MDA population.

The Best Places to Work Index score measures the overall performance of agencies and agency subcomponents related to employee satisfaction and commitment. This score is based on percentage positive responses to three Federal Employee Viewpoint Survey questions:

- Q. 40: I recommend my organization as a good place to work.  
 Q. 69: Considering everything; how satisfied are you with your job?  
 Q. 71: Considering everything, how satisfied are you with your organization?

MDA's 2010 Best Places to Work survey ranked the MDA at 223 of 224, with an Index Score of 49.5. In 2016, MDA ranked 170 of 305, with an Index Score of 61.8. MDA's 2017 Best Places to Work sub-component ranking was 274 of 339, with an Index Score of 58.0. MDA's Index Score decreased by 3.8 points from 2016; however no statistically significant changes were gleaned from the detailed / correlated data analysis yielding a 'steady-state' result. MDA maintains positive responses in the areas of Employee Engagement and Satisfaction, within acceptable ranges of OSD and the Department.

A continuing shift in leadership's focus which emphasizes increased employee engagement is one contributing factor. Other factors include:

1. Transparency contributes to employee understanding and satisfaction (hiring process, AcqDemo practices (Executive Director's Civilian Call to workforce).
2. Collaborative relationship with HR, GC, IR, and EO. Instilling confidence that we have a staff which possesses the functional acumen helps EO to maintain the support and autonomy required to effectively execute its mission.
3. Supervisor education and training contributes to understanding EO & Diversity roles and responsibilities both on the part of the employee as well as the manager and supervisor.
4. Implemented initiatives which offer employees the opportunity to voice their opinions and concerns (i.e., DWMAC and Suggestion Box Program). Other programs are currently being explored for possible implementation enterprise-wide. A quantitative analysis of MDA's results of the FY 2017 Federal Employee Viewpoint Survey is included in the supporting documentation section of this report."

<b>EEOC FORM 715-01 PART F</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
<b>DOD Missile Defense Agency</b>	<b>For period covering October 1, 2016 to September 30, 2017</b>

**CERTIFICATION of ESTABLISHMENT of CONTINUING  
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, \_\_\_\_\_ Director, Office of Equal Opportunity and Diversity Management, Anita Boush am the

(Insert name above) (Insert official  
title/series/grade above)

Principal EEO Director/Official for \_\_\_\_\_ Missile Defense Agency

(Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.

Signature of Agency Head or Agency Head Designee

Date

Signature of Principal EEO Director/Official

Date

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

EEOC FORM 715-01 PART G		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP Requires the agency head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to equal employment opportunity.					
DOD Missile Defense Agency		For period covering October 1, 2016 to September 30, 2017			
Compliance Indicator	EEO policy statements are up-to-date.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
The Agency Head was installed on <u>06/16/2017</u> . The EEO policy statement was issued on <u>11/14/2017</u> . Was the EEO policy statement issued within 6-9 of the installation of the Agency Head?		X			
During the current Agency Head's tenure, has the EEO policy Statement been re-issued annually? If no, provide an explanation.		X			
Are new employees provided a copy of the EEO policy statement during orientation?		X			
When an employee is promoted into the supervisory ranks, is s/he provided a copy of the EEO policy statement?		X			
Compliance Indicator	EEO policy statements have been communicated to all employees.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Have the heads of subordinate reporting components communicated support of all agency EEO policies through the ranks?		X			
Has the agency made written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them?		X			
Has the agency prominently posted such written materials in all personnel offices, EEO offices, and on the agency's internal website? [see 29 CFR §1614.102(b)(5)]		X			

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

<b>Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION</b> <b>Requires that the agency's EEO programs be organized and structured to maintain a workplace that is free from discrimination in any of the agency's policies, procedures or practices and supports the agency's strategic mission.</b>						
DOD Missile Defense Agency		For period covering October 1, 2016 to September 30, 2017				
Compliance Indicator	<b>The reporting structure for the EEO Program provides the Principal EEO Official with appropriate authority and resources to effectively carry out a successful EEO Program.</b>	Measure has been met			<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>	
Measures		Yes	No	N/A		
Is the EEO Director under the direct supervision of the agency head? [see 29 CFR §1614.102(b)(4)] For subordinate level reporting components, is the EEO Director/Officer under the immediate supervision of the lower level component's head official? (For example, does the Regional EEO Officer report to the Regional Administrator?)		X			EEO Supervisor reports to Executive Director.	
Are the duties and responsibilities of EEO officials clearly defined?		X				
Do the EEO officials have the knowledge, skills, and abilities to carry out the duties and responsibilities of their positions?		X				
If the agency has 2nd level reporting components, are there organizational charts that clearly define the reporting structure for EEO programs?		X			MDA has no second level reporting component for its EO program.	
If the agency has 2nd level reporting components, does the agency-wide EEO Director have authority for the EEO programs within the subordinate reporting		X				
If not, please describe how EEO program authority is delegated to subordinate reporting components.		X				
Compliance Indicator	<b>The EEO Director and other EEO professional staff responsible for EEO programs have regular and effective means of informing the agency head and senior management officials of the status of EEO programs and are involved in, and consulted on, management/personnel actions.</b>	Measure has been met			<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>	
Measures		Yes	No	N/A		
Does the EEO Director/Officer have a regular and effective means of informing the agency head and other top management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program?		X			EO Director meets weekly with the Executive Director to discuss the state of the agency.	
Following the submission of the immediately preceding FORM 715-01, did the EEO Director/Officer present to the head of the agency and other senior officials the "State of the Agency" briefing covering all components of the EEO report, including an assessment of the performance of the agency in each of the six elements of the Model EEO Program and a report on the progress of the agency in completing its barrier analysis including any barriers it identified and/or eliminated or reduced the impact of?		X				
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections		X			EO representative attend weekly meeting.	

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Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions such as reorganizations and re-alignments?		X			
Are management/personnel policies, procedures and practices examined at regular intervals to assess whether there are hidden impediments to the realization of equality of opportunity for any group(s) of employees or applicants? [see 29 C.F.R. § 1614.102(b)(3)]		X			
Is the EEO Director included in the agency's strategic planning, especially the agency's human capital plan, regarding succession planning, training, etc., to ensure		X			
<b>Compliance Indicator</b>	<b>The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.</b>	<b>Measure has been met</b>			<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
Does the EEO Director have the authority and funding to ensure implementation of agency EEO action plans to improve EEO program efficiency and/or eliminate identified barriers to the realization of equality of opportunity?		X			
Are sufficient personnel resources allocated to the EEO Program to ensure that agency self-assessments and self-analyses prescribed by EEO MD-715 are conducted annually and to maintain an effective complaint processing system?		X			Periodically utilizing contractors and/or Human Resources as needed.
Are statutory/regulatory EEO related Special Emphasis Programs sufficiently		X			Periodically utilizing contractors and/or Human Resources as needed.
Federal Women's Program - 5 U.S.C. 7201; 38 U.S.C. 4214; Title 5 CFR, Subpart B, 720.204		X			
Hispanic Employment Program - Title 5 CFR, Subpart B, 720.204		X			Programs addressed on a limited basis; utilizing Human Resources as needed. Have established a Barrier Analysis group, per EEOC guidance.
People With Disabilities Program Manager; Selective Placement Program for Individuals With Disabilities - Section 501 of the Rehabilitation Act; Title 5 U.S.C. Subpart B, Chapter 31, Subchapter I-3102; 5 CFR 213.3102(t) and (u); 5 CFR 315.709		X			
Are other agency special emphasis programs monitored by the EEO Office for coordination and compliance with EEO guidelines and principles, such as FEORP - 5 CFR 720; Veterans Employment Programs; and Black/African American; American Indian/Alaska Native, Asian American/Pacific Islander programs?		X			
<b>Compliance Indicator</b>		<b>Measure has been met</b>			

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Measures	The agency has committed sufficient budget to support the success of its EEO Programs.	Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report

Are there sufficient resources to enable the agency to conduct a thorough barrier analysis of its workforce, including the provision of adequate data collection and tracking systems	X			
Is there sufficient budget allocated to all employees to utilize, when desired, all EEO programs, including the complaint processing program and ADR, and to make a request for reasonable accommodation? (Including subordinate level reporting components?)	X			EO office utilize the Executive Director funds to support our missions.
Has funding been secured for publication and distribution of EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures, etc.)?	X			
Is there a central fund or other mechanism for funding supplies, equipment and services necessary to provide disability accommodations?	X			
Does the agency fund major renovation projects to ensure timely compliance with Uniform Federal Accessibility Standards?	X			
Is the EEO Program allocated sufficient resources to train all employees on EEO Programs, including administrative and judicial remedial procedures available to employees?	X			
Is there sufficient funding to ensure the prominent posting of written materials in all personnel and EEO offices? [see 29 C.F.R. § 1614.102(b)(5)]	X			
Is there sufficient funding to ensure that all employees have access to this training and information?	X			
Is there sufficient funding to provide all managers and supervisors with training and periodic up-dates on their EEO responsibilities:				
for ensuring a workplace that is free from all forms of discrimination, including harassment and retaliation?	X			
to provide religious accommodations?	X			
to provide disability accommodations in accordance with the agency's written procedures?	X			
in the EEO discrimination complaint process?	X			
to participate in ADR?	X			



**Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY**

This element requires the Agency Head to hold all managers, supervisors, and EEO Officials responsible for the effective implementation of the agency's EEO Program and Plan.

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Compliance Indicator	EEO program officials advise and provide appropriate assistance to managers/supervisors about the status of EEO programs within each manager's or supervisor's area or responsibility.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
Measures					
Are regular (monthly/quarterly/semi-annually) EEO updates provided to management/supervisory officials by EEO program officials?		X			EEO Director meets with the agency's Director, Deputy Director, Executive Director and all management officials on a weekly basis and gives updates.
Do EEO program officials coordinate the development and implementation of EEO Plans with all appropriate agency managers to include Agency Counsel, Human Resource Officials, Finance, and the Chief information Officer?		X			EEO Director meets with Human Resources Director and General Counsel on a weekly basis or as needed to discuss the state of the agency.
Compliance Indicator	The Human Resources Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures are in conformity with instructions contained in EEOC management directives. [see 29 CFR § 1614.102(b)(3)]	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Have time-tables or schedules been established for the agency to review its Merit Promotion Program Policy and Procedures for systemic barriers that may be impeding full participation in promotion opportunities by all groups?		X			
Have time-tables or schedules been established for the agency to review its Employee Recognition Awards Program and Procedures for systemic barriers that may be impeding full participation in the program by all groups?		X			
Have time-tables or schedules been established for the agency to review its Employee Development/Training Programs for systemic barriers that may be impeding full participation in training opportunities by all groups?		X			
Compliance Indicator		Measure has been met			

DOD Missile Defense Agency		For period covering October 1, 2016 to September 30, 2017			
Measures	When findings of discrimination are made, the agency explores whether or not disciplinary actions should be taken.				For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
		Yes	No	N/A	
Does the agency have a disciplinary policy and/or a table of penalties that covers employees found to have committed discrimination?		X			

Have all employees, supervisors, and managers been informed as to the penalties for being found to perpetrate discriminatory behavior or for taking personnel actions based upon a prohibited basis?		X			
Has the agency, when appropriate, disciplined or sanctioned managers/supervisors or employees found to have discriminated over the past two years?				X	During the past years there were no MDA managers, supervisors, or employees found to have discriminated against any MDA employee.
If so, cite number found to have discriminated and list penalty /disciplinary action					
Does the agency promptly (within the established time frame) comply with EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders?		X			
Does the agency review disability accommodation decisions/actions to ensure compliance with its written procedures and analyze the information tracked for trends, problems, etc.??		X			

<p align="center"><b>Essential Element D: PROACTIVE PREVENTION</b>  <b>Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.</b></p>					
DOD Missile Defense Agency		For period covering October 1, 2016 to September 30, 2017			
Compliance Indicator	Analyses to identify and remove unnecessary barriers to employment are conducted throughout the year.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Do senior managers meet with and assist the EEO Director and/or other EEO Program Officials in the identification of barriers that may be impeding the realization of equal employment opportunity?		X			Analysis of diversity in senior leadership is also conducted regularly and presented to Executive Management Board Measures for continued progress are in place.
When barriers are identified, do senior managers develop and implement, with the assistance of the agency EEO office, agency EEO Action Plans to eliminate said barriers?		X			
Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans?		X			
Are trend analyses of workforce profiles conducted by race, national origin, sex and disability?		X			
Are trend analyses of the workforce's major occupations conducted by race, national origin, sex and disability?		X			
Are trends analyses of the workforce's grade level distribution conducted by race, national origin, sex and disability?		X			
Are trend analyses of the workforce's compensation and reward system conducted by race, national origin, sex and disability?		X			
Are trend analyses of the effects of management/personnel policies, procedures and practices conducted by race, national origin, sex and disability?		X			
Compliance Indicator	The use of Alternative Dispute Resolution (ADR) is encouraged by senior management.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
Measures		Yes	No	N/A	
Are all employees encouraged to use ADR?		X			
Is the participation of supervisors and managers in the ADR process required?		X			

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For period covering October 1, 2016 to September 30, 2017

**Essential Element E: EFFICIENCY**

Requires that the agency head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.

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DOD Missile Defense Agency		For period covering October 1, 2016 to September 30, 2017			
<b>Compliance Indicator</b>	<b>The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.</b>	<b>Measure has been met</b>			<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
Does the EEO Office employ personnel with adequate training and experience to conduct the analyses required by MD-715 and these instructions?		X			EO also utilizes Human Resources assets.
Has the agency implemented an adequate data collection and analysis systems that permit tracking of the information required by MD-715 and these instructions?		X			Created data/pivot tables and analysis systems to track throughout the year.
Have sufficient resources been provided to conduct effective audits of field facilities' efforts to achieve a model EEO program and eliminate discrimination under Title VII and the Rehabilitation Act?		X			EO currently relies on Human Resources assets for assistance.
Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations in all major components of the agency?		X			
Are 90% of accommodation requests processed within the time frame set forth in the agency procedures for reasonable accommodation?		X			
<b>Compliance Indicator</b>	<b>The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.</b>	<b>Measure has been met</b>			<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
Does the agency use a complaint tracking and monitoring system that allows identification of the location, and status of complaints and length of time elapsed at each stage of the agency's complaint resolution process?		X			EO currently utilizes a spreadsheet tracking system; while researching commercially designed tracking software.
Does the agency's tracking system identify the issues and bases of the complaints, the aggrieved individuals/complainants, the involved management officials and other information to analyze complaint activity and trends?		X			
Does the agency hold contractors accountable for delay in counseling and investigation processing times?			X		
If yes, briefly describe how:					
Does the agency monitor and ensure that new investigators, counselors, including contract and collateral duty investigators, receive the 32 hours of training required in accordance with EEO Management Directive MD-110?		X			

DOD Missile Defense Agency		For period covering October 1, 2016 to September 30, 2017			
Does the agency monitor and ensure that experienced counselors, investigators, including contract and collateral duty investigators, receive the 8 hours of refresher training required on an annual basis in accordance with EEO Management Directive MD-110?		X			Request the latest certificate of training for verification.
<b>Compliance Indicator</b>	<b>The agency has sufficient staffing, funding and authority to comply with the time frames in accordance with the EEOC (29 C.F.R. Part 1614) regulations for processing EEO complaints of employment discrimination.</b>	<b>Measure has been met</b>			<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
Are benchmarks in place that compare the agency's discrimination complaint processes with 29 C.F.R. Part 1614?		X			
Does the agency provide timely EEO counseling within 30 days of the initial request or within an agreed upon extension in writing, up to 60 days?		X			
Does the agency provide an aggrieved person with written notification of his/her rights and responsibilities in the EEO process in a timely fashion?		X			
Does the agency complete the investigations within the applicable prescribed time frame?		X			
When a complainant requests a final agency decision, does the agency issue the decision within 60 days of the request?		X			
When a complainant requests a hearing, does the agency immediately upon receipt of the request from the EEOC AJ forward the investigative file to the EEOC Hearing Office?		X			
When a settlement agreement is entered into, does the agency timely complete any obligations provided for in such agreements?		X			
Does the agency ensure timely compliance with EEOC AJ decisions which are not the subject of an appeal by the agency?		X			
<b>Compliance Indicator</b>	<b>There is an efficient and fair dispute resolution process and effective systems for evaluating the impact and effectiveness of the agency's EEO complaint processing program.</b>	<b>Measure has been met</b>			<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>	
In accordance with 29 C.F.R. §1614.102(b), has the agency established an ADR Program during the pre-complaint and formal complaint stages of the EEO process?		X			
Does the agency require all managers and supervisors to receive ADR training in accordance with EEOC (29 C.F.R. Part 1614) regulations, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR?		X			ADR overview is provided during the agency's Advanced Supervisory Training Course. We have developed an online Advanced Supervisory Training version.

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After the agency has offered ADR and the complainant has elected to participate in ADR, are the managers required to participate?		X				
Does the agency ensure that the responsible management official directly involved in the dispute does not have settlement authority?		X				Settlement authority is at the Executive Director level. RMO provides requested input.
<b>Compliance Indicator</b>	<b>The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.</b>	<b>Measure has been met</b>			<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>	
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>		
Does the agency have a system of management controls in place to ensure the timely, accurate, complete and consistent reporting of EEO complaint data to the		X				
Does the agency provide reasonable resources for the EEO complaint process to ensure efficient and successful operation in accordance with 29 C.F.R. § 1614.102		X				
Does the agency EEO office have management controls in place to monitor and ensure that the data received from Human Resources is accurate, timely received, and contains all the required data elements for submitting annual reports to the EEOC?		X				
Do the agency's EEO programs address all of the laws enforced by the EEOC?		X				
Does the agency identify and monitor significant trends in complaint processing to determine whether the agency is meeting its obligations under Title VII and the Rehabilitation Act?		X				
Does the agency track recruitment efforts and analyze efforts to identify potential barriers in accordance with MD-715 standards?		X			EO Teams with HR in planning and executing targeting diversity recruitment efforts throughout the year.	
Does the agency consult with other agencies of similar size on the effectiveness of their EEO programs to identify best practices and share ideas?		X				
<b>Compliance Indicator</b>	<b>The agency ensures that the investigation and adjudication function of its complaint resolution process are separate from its legal defense arm of agency or other offices with conflicting or competing interests.</b>	<b>Measure has been met</b>			<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>	
<b>Measures</b>		<b>Yes</b>	<b>No</b>	<b>N/A</b>		
Are legal sufficiency reviews of EEO matters handled by a functional unit that is separate and apart from the unit which handles agency representation in EEO			X		Attorney not handling case defense performs legal sufficiency reviews.	

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

<b>Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE</b> This element requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.	
DOD Missile Defense Agency	For period covering October 1, 2016 to September 30, 2017

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<b>Compliance Indicator</b>	Agency personnel are accountable for timely compliance with orders issued by EEOC Administrative Judges.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
<b>Measures</b>		Yes	No	N/A	
Does the agency have a system of management control to ensure that agency officials timely comply with any orders or directives issued by EEOC Administrative		X			
<b>Compliance Indicator</b>	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
<b>Measures</b>		Yes	No	N/A	
Does the agency have control over the payroll processing function of the agency? If Yes, answer the two questions below.			X		Payroll is handled by Defense Finance and Accounting Services (DFAS).
Are there steps in place to guarantee responsive, timely, and predictable processing of ordered monetary relief?		X			MDA has processes in place with DFAS to timely settlement payments.
Are procedures in place to promptly process other forms of ordered relief?				X	MDA has adequate processes in place to implement ordered relief if it is provided.
<b>Compliance Indicator</b>	The agency's system of management controls ensures that the agency timely completes all ordered corrective action and submits its compliance report to EEOC within 30 days of such completion.	Measure has been met			For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
<b>Measures</b>		Yes	No	N/A	
Is compliance with EEOC orders encompassed in the performance standards of any agency employees?		X			
If so, please identify the employees by title in the comments section, and state how performance is measured.		Director, Equal Opportunity, 29 C.F.R. 1614 and MD 110 are standard benchmarks for performance.			
Is the unit charged with the responsibility for compliance with EEOC orders located in the EEO office?		X			
If not, please identify the unit in which it is located, the number of employees in the unit, and their grade levels in the comments section.					
Have the involved employees received any formal training in EEO compliance?		X			

DOD Missile Defense Agency	For period covering October 1, 2016 to September 30, 2017			
Does the agency promptly provide to the EEOC the following documentation for completing compliance:				
Attorney Fees: Copy of check issued for attorney fees and /or a narrative statement by an appropriate agency official, or agency payment order dating the dollar amount of attorney fees paid?			X	N/A; no occurrence this reporting period.
Awards: A narrative statement by an appropriate agency official stating the dollar amount and the criteria used to calculate the award?			X	
Back Pay and Interest: Computer print-outs or payroll documents outlining gross back pay and interest, copy of any checks issued, narrative statement by an appropriate agency official of total monies paid?			X	
Compensatory Damages: The final agency decision and evidence of payment, if made?			X	
Training: Attendance roster at training session(s) or a narrative statement by an appropriate agency official confirming that specific persons or groups of persons attended training on a date certain?			X	
Personnel Actions (e.g., Reinstatement, Promotion, Hiring, Reassignment): Copies of SF-50s			X	
Posting of Notice of Violation: Original signed and dated notice reflecting the dates that the notice was posted. A copy of the notice will suffice if the original is not available.			X	
Supplemental Investigation: 1. Copy of letter to complainant acknowledging receipt from EEOC of remanded case. 2. Copy of letter to complainant transmitting the Report of Investigation (not the ROI itself unless specified). 3. Copy of request for a hearing (complainant's request or agency's transmittal letter).	X			
Final Agency Decision (FAD): FAD or copy of the complainant's request for a hearing.	X			
Restoration of Leave: Print-out or statement identifying the amount of leave restored, if applicable. If not, an explanation or statement.			X	
Civil Actions: A complete copy of the civil action complaint demonstrating same issues raised as in compliance matter.			X	
Settlement Agreements: Signed and dated agreement with specific dollar amounts, if applicable. Also, appropriate documentation of relief is provided.			X	

Footnotes:

1. See 29 C.F.R. § 1614.102.

2. When an agency makes modifications to its procedures, the procedures must be resubmitted to the Commission. See EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation (10/20/00), Question 28

<b>EEOC FORM 715-01 PART H-1</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>DOD Missile Defense Agency</b>		<b>For period covering October 1, 2016 to September 30, 2017</b>
<b>STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</b>	A system to collect and track internal and external applicant flow data for people with disabilities (B Tables 7, 9, 11, and 12) was not conducted for this reporting period.	
<b>OBJECTIVE:</b>	HR currently working with DLA to provide needed information.	
<b>RESPONSIBLE OFFICIAL:</b>	Anita B. Boush, Director, Office of Equal Opportunity and Diversity Management	
<b>DATE OBJECTIVE INITIATED:</b>	01/05/2015	
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	04/30/2018	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>		
<ul style="list-style-type: none"> <li>• Identify DLA and OPM POCs to secure applicant flow data</li> <li>• Conduct a series of meetings with DLA and OPM to discuss barriers to successful acquisition of disability applicant flow data</li> </ul> <p>TARGET DATE: 04/30/2018</p>		
<b>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE</b>		
<p>The above stated deficiency is a carryover from the FY 2016 Annual Status Report (MD 715). The MDA EO Director was successful during the FY 2017 to secure, from DLA, applicant flow data for People with Disabilities (B Tables) and thus the deficiency has been resolved and removed. The required data is currently being submitted in raw form to MDA EO monthly. Applicant information is based on audited certificates issued from USA Staffing. The data provided to MDA from DLA includes only certificates with 10 applicants or more. MDA EO tracks and monitors the data carefully and uses it specifically for aggregate human capital reporting and to determine rates of disability representation in recruitment efforts, in hiring and merit promotion selections, and to determine rates of qualifications among applicants with disabilities. The applicant flow data is reported on the attached Data Tables B 7, 9, 11, and 12. A narrative summary of the analyses findings can be found in the attached Addendum to this Report's Executive Summary. It is MDA's position that this deficiency is corrected and will not be reported in next year's (2018) Report submission.</p>		

EEOC FORM 715-01 PART H-2	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
DOD Missile Defense Agency		For period covering October 1, 2016 to September 30, 2017
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	MDA EO issued five Final Agency Decisions (FADs) on the merits from FY 2014 through FY 2017. Of the five FADs, three were untimely.	
OBJECTIVE:	Meet EEOC's regulatory timeframes for all FAD issuances	
RESPONSIBLE OFFICIAL:	Anita B. Boush, Director, Office of Equal Opportunity and Diversity Management	
DATE OBJECTIVE INITIATED:	08/21/2017	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	02/28/2018	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		
<ul style="list-style-type: none"> <li>Incorporate barrier analysis discussions in the Agency's Personnel Management Board (PMB) agenda items to engage senior leaders in efforts to give high level visibility to the identification and elimination of barriers to Hispanic employees and Candidates.</li> </ul> <p>TARGET DATE: 01/31/2017</p>		
<p>Establish a Barrier Analyses workgroup to meet regularly and conduct barrier analyses, track findings, and report to appropriate agency officials for corrective action plans.</p> <p>TARGET DATE: 01/31/2017</p>		
<p>Evaluate the background and qualifications of Hispanic candidates seeking employment and advancement opportunity.</p> <p>TARGET DATE: 01/31/2017</p>		
<p>Examine the recruitment of Hispanics at all levels from entry to senior grade levels and management positions.</p> <p>TARGET DATE: 01/31/2017</p>		
<p>Investigate all phases of the merit promotion process and career development programs.</p> <p>TARGET DATE: 01/31/2017</p>		
<p>Review and analyze applicant flow data to identify potential triggers/barriers. Increase recruitment and outreach opportunities to Hispanic Serving Institutions (HACU,s League of United Latin American Citizens (LULAC), and Great Minds in STEM (HENAAC)</p> <p>TARGET DATE: 10/01/2016</p>		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<p>MDA EO secured a contract for FAD writing services through a third party vendor in the 1st Quarter of FY 2017. Since that time, MDA issued a timely FAD on the merit in MDA Case Number 2016-MDA-001 which was issued on the 50th day. MDA expects that with the additional contract support, it will maintain its compliance with regulatory time frames regarding merit based FADs. It is MDA's position that this deficiency is corrected and will not be reported in next year's Report. MDA EO will continue to diligently monitor progress going forward.</p>		

- MDA EO established a Hispanic Employment Focus group to engage the workforce to identify potential employment barriers, explore viable solutions, and develop strategic actions to strengthen the pipelines to upward mobility for Hispanic/Latino employees in grades GS-12 equivalent to SES.
- MDA EO and HR established a formal barrier analysis working group to address the requirements set forth in the January 2017 letter from the Office of Personnel Management. And the Equal Employment Opportunity Commission. The working group meets regularly and is conducting ongoing analyses of the employment life cycle (recruitment, hiring, training, promotions, and separations) to identify barriers and develop courses of action to eliminate any that exist. A detailed report of the methodology, analytics, and findings of the barrier analysis efforts can be found in the supporting documentation section of this Report.
- The Missile Defense Career Development Program conducted a recruitment blitz for the new FY2017 class of interns to be hired. In an effort to expand recruitment to Hispanic Serving Institutions, MDA recruiters visited and participated in Career Fairs at New Mexico State University, University of Texas San Antonio, Colorado State University, and California Polytechnic State University. Additional schools were planned to participate in MDA's outreach efforts but due to Hurricane Harvey, those visits had to be cancelled. Approximately 80 Career Development positions within MDA were advertised for engineering, contracting, financial management, HR, and other positions. These efforts ensured that the number of Hispanic applicants increased over previous years. The hope is that with the increase in the number of Hispanic applicants, we will realize an increase in the number of Hispanics hired in the next CDP class.
- MDA also continues to partner with Great Minds in STEM (formerly known as HENAAC) to mentor Hispanic youth, expand opportunities for Hispanics as well as use the event as a platform to recognize the best and brightest MDA Talent for distinguished honorary awards.

<b>EEOC FORM 715-01 PART H-3</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>DOD Missile Defense Agency</b>		<b>For period covering October 1, 2016 to September 30, 2017</b>
<b>STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</b>	People with Targeted Disabilities represent 1.47% of MDA's total permanent workforce. This is lower than its Department of Defense (DoD) Benchmark of 2.0%, however it is a marked improvement over the previous FY when the participation rate stood at 0.80%. Executive Order 13548 compels federal agencies to increase employment of people with disabilities and to do so by increasing its use of Schedule A excepted service hiring authority.	
<b>OBJECTIVE:</b>	The above stated deficiency is a carryover from the FY 2016 Annual Status Report (MD 715). <ul style="list-style-type: none"> <li>• Meet or exceed DoD's representation goal of 2.0% for people with targeted disabilities across the enterprise and at all levels within the organization.</li> <li>• Incorporate barrier analysis discussions in the Agency's Personnel Matters Board (PBM) agenda items to engage senior leaders in efforts to give high level visibility to the identification and elimination of barriers to candidates with disabilities.</li> <li>• Establish an HR/EO/GC barrier analysis workgroup to meet regularly to conduct barrier analyses, track findings, and report to appropriate agency officials for corrective action plans.</li> <li>• Evaluate the background and qualifications of people with disabilities seeking employment and advancement opportunity.</li> <li>• Examine the recruitment of people with disabilities at all levels from entry to senior grade levels and management positions.</li> <li>• Conduct regular resurveys of the workforce to ensure we capture and report changes from year to year.</li> <li>• Investigate all phases of the merit promotion process and career development programs</li> <li>• Review and analyze applicant flow data to identify potential triggers/barriers.</li> <li>• Educate hiring officials about the effectiveness and benefits of using the Schedule Hiring Authority.             <ul style="list-style-type: none"> <li>• Identify selecting officials' experiences in the hiring process to address concerns.</li> <li>• Increase recruitment and outreach opportunities to attract candidates with disabilities.</li> </ul> </li> </ul>	
<b>RESPONSIBLE OFFICIAL:</b>	Anita B. Boush, Director, Equal Opportunity and Diversity Management and Donna Davis Director, Human Resources	
<b>DATE OBJECTIVE INITIATED:</b>	09/30/2014	

TARGET DATE FOR COMPLETION OF OBJECTIVE:	12/31/2018
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PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:

- Incorporate barrier analysis discussions in the Agency's Personnel Matters Board (PMB) agenda items to engage senior leaders in efforts to give high visibility to the identification and elimination of barriers to candidates with disabilities.
- Establish an HR/EO/GC barrier analysis workgroup to meet regularly to conduct barrier analyses, track findings, and report to appropriate agency officials for corrective action plans.
- Evaluate the background and qualifications of people with disabilities seeking employment and advancement opportunity.
- Examine the recruitment of people with disabilities at all levels from entry to senior grade levels and management positions.
- Conduct regular resurveys of the workforce to ensure we capture and report changes from year to year.
- Investigate all phases of the merit promotion process and career development programs
- Review and analyze applicant flow data to identify potential triggers/barriers.
- Educate hiring officials about the effectiveness and benefit of using the Schedule A Hiring Authority.
- Identify selecting officials' experiences in the hiring process to address concerns.
- Increase recruitment and outreach opportunities to attract candidates with disabilities.

TARGET DATE: 09/30/2014

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

As a direct result of MDA's aggressive resurveying efforts throughout FY 2016, MDA's participation rate for People with Targeted Disabilities increased from 0.64% in FY 2015 to 0.80% in FY 2016. This was a net change of 26.67% over the previous FY. MDA also saw a marked increase in the number of people with disabilities from 257 (11.01%) to 389 (16.38%) in FY 2016. This is a substantial net change of 51.36% over the previous FY. The Missile Defense Agency was awarded the Office of the Secretary of Defense Information and Communication Technology Award for People with Disabilities at the 36th Annual DoD Disability Awards Ceremony held on October 4, 2016. This is the first ever recognition of this inaugural award. The Information and Communication Technology Award for People with Disabilities recognizes OSD Components that demonstrate exemplary achievements and practices in developing and implementing a proactive program to eliminate systemic barriers to information and communication technology and developing proactive plans that ensure best and promising practices in information and communications technology. MDA's Executive Director, Mr. John H. James, Jr. received the award on behalf of the Director, VADM James D. Syring. The award was presented by the Acting Under Secretary of Defense for Personnel & Readiness, Mr. Peter Levine. The MDA Equal Opportunity and Diversity Office spearheaded an aggressive Agency-wide campaign to accurately capture and track disability workforce profile data through a series of events to encourage employees and supervisors to review, input, and/or revise their disability status in MyBiz. The campaign initially targeted veterans and employees who have approved RA requests. These two groups comprised 34.3% (798) of the total civilian workforce. Of the 798 who were targeted, 84 (10.52%) updated their disability status. 66% (56) of the 84 who updated their status in MyBiz changed their status from "No Disability - Code 05" to their respective status. The non-targeted disability group increased by 19.52% (19), going from 251 to 300. The Targeted Disability Group increased by 14.28% (2), going from 14 to 16 total. The response rate is very impressive and the changes will allow EO to accurately track and monitor workforce profiles. This is especially critical for reports to OSD, EEOC, and Congress regarding efforts to meet the 2% representation goal. Although the ultimate goal is to accomplish this increased representation through effective recruiting, hiring, and retention, having accurate workforce profile data is a great first step. MDA EO established a formal partnership with ICT to develop the "Section 508 Team." The Team ensures adherence to Federal policy and establishes IT guidelines and standards that ensure full access to information and technology for employees with disabilities. The partnership satisfies program requirements while maintains compliance with network security standards and guidelines to reduce risks to the Agency's infrastructure while providing necessary tools for qualified people with disabilities to perform their jobs. EO further partners with IT to support MDA by developing, providing, and maintaining an automated system that facilitates the request, evaluation, procurement, fulfillment, and management of EIT equipment using the IT Service Delivery Model. This model is the framework for how IT services are provided and is comprised of seven service Lines of Business which are all used in support of the Section 508 Program to provide full access to People with Disabilities. The MDA EO Office partnered with the Alabama State Vocational Rehabilitative Service Office to sponsor a disability etiquette class where members of the MDA workforce attended to learn how to respectfully and appropriately interact with people who have disabilities. MDA also partnered with the organization to sponsor a disability simulation class to bring a greater awareness and sensitivity for those who have disabilities. The class involved attendees using different apparatuses that were used to assist in simulating various types of disabilities. Both classes were very well attended and received great reviews from the workforce.

EEOC FORM 715-01 PART H-4	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
DOD Missile Defense Agency		For period covering October 1, 2016 to September 30, 2017
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	A workforce profile analysis resulted in the identification of a trigger related to the representation of African-Americans (Blacks) and women in senior/executive level positions. MD 715 instructions advise agencies to use the permanent workforce as a default benchmark when determining whether a trigger exist at the senior/executive level. In MDA, Blacks make up 12.21% of the overall permanent civilian workforce while only representing 7.96% of all executive and senior level positions (NH-IV and SES). Women make up 32.86% of the permanent workforce while their representation stands at 21.1% in senior executive positions.	
OBJECTIVE:	<ul style="list-style-type: none"> <li>• Enhance and focus barrier analysis efforts across all segments of the agency to ensure supervisors and managers and other appropriate agency officials are involved in the identification and removal of existing barriers.</li> <li>• Incorporate barrier analysis discussions in the Agency's Personnel Matters Board (PBM) agenda items to engage senior leaders in efforts to give high level visibility to the identification and elimination of barriers to African American and female candidates.</li> </ul>	
RESPONSIBLE OFFICIAL:	John H. James, Jr., Executive Director, Missile Defense Agency	
DATE OBJECTIVE INITIATED:	09/30/2014	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	03/31/2018	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		
<ul style="list-style-type: none"> <li>• Incorporate barrier analysis discussions in the Agency's Personnel Management Board (PMB) agenda items to engage senior leaders in efforts to give high level visibility to the identification and elimination of barriers to African American and female candidates.</li> <li>• Establish barrier analysis workgroups to meet regularly to identify triggers and barriers to hiring and advancement of African Americans and women, track findings, and report to appropriate agency officials for corrective action plans</li> <li>• Evaluate the background and experience of members of senior grade levels to identify competencies required to execute the mission in MDA's mission critical occupations.</li> <li>• Evaluate the background and qualifications of African Americans and female candidates seeking advancement to the senior ranks.</li> <li>• Examine the recruitment of African Americans and women into the senior grade levels and management positions.</li> <li>• Investigate all phases of the merit promotion process and career development programs.</li> <li>• Review and analyze applicant flow data to identify potential triggers/barriers.</li> <li>• Identify selecting officials' experiences in the hiring process to address concerns.</li> </ul> <p>TARGET DATE: 03/31/2018</p>		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<p>MDA continues to partner with Minority Serving Institutions, HBCUs, and Affinity groups such as Career Communications Group, Inc. who is committed to help agencies attract and retain talent through career recognition programs. CCG, Inc. introduced its STEM achievement recognition program in 1987. MDA supports these efforts by nominating deserving employees and leaders for a number of categories from Most Promising Engineer to Career Achievement Award. MDA employees were selected for Most Promising Engineer of the Year, Modern Day Technology Leadership Award, and Professional Achievement Awards. MDA also hosted the HBCU Engineering Deans Roundtable in conjunction with the 30th Annual Black Engineer of the Year Award in February 2016. MDA also participated in a series of Career Fairs at BEYA, Women of Color Conference, Women in Science and Engineering, Great Minds In STEM, as well as at a number of Colleges and Universities throughout FY 2016. Women in senior executive positions increased from 21.1% in FY 2015 to 26.4% in FY 2016. The participation rate for Blacks overall in the MDA workforce remained the same at 12.21% from FY 2015 to FY 2016, however, the participation rate for Blacks in senior executive positions increased in FY 2016 to 8.40% over the previous FY where the rate was 7.96% (net increase of .44%).</p>		

<b>EEOC FORM 715-01 PART H-5</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>DOD Missile Defense Agency</b>		<b>For period covering October 1, 2016 to September 30, 2017</b>
<b>STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</b>	<p>During EEOC's FCP audit of MDA's EEO program in March 2017, EEOC learned that the EEO Director had been performing the duties of the Disability Reasonable Accommodation Program Manager. EEOC noted that where an agency's EEO staff participates in deciding accommodation requests, an actual or perceived conflict of interest may arise if a requester subsequently files an EEO complaint. See EEOC "Practical Advice for Drafting and Implementing Reasonable Accommodation Procedures Under Executive Order 13164." If MDA decides to keep the reasonable accommodation program as a part of the EEO program, the agency must ensure that a firewall exists between the EEO Director and the Reasonable Accommodation Program Coordinator. EEOC requested that in the Agency's next MD-715 report, it should provide an update on the potential conflict of interest involving its reasonable accommodation program.</p>	
<b>OBJECTIVE:</b>	<p>To address EEOC concern of real or perceived conflict of interest regarding the EO's involvement in reasonable accommodations decisions and its role in adjudicating EEO complaints of discrimination</p>	
<b>RESPONSIBLE OFFICIAL:</b>	<p>John H. James, Jr., Executive Director, Missile Defense Agency</p>	
<b>DATE OBJECTIVE INITIATED:</b>	<p>02/28/2017</p>	
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	<p>08/21/2017</p>	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>		
<p>Relocate MDA Disability and Reasonable Accommodations program to the MDA Human Resources Office under the control and direction of the HR Director. Official memorandum of transfer of responsibility signed by the MDA Executive Director dated 17 January 2018 is attached to this report under supporting documentation.</p> <p>TARGET DATE: 02/04/2018</p>		
<b>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE</b>		
<p>Relocate MDA Disability and Reasonable Accommodations program to the MDA Human Resources Office under the control and direction of the HR Director. Official memorandum of transfer of responsibility signed by the MDA Executive Director dated 17 January 2018 is attached to this report under supporting documentation. It is MDA's position that this deficiency is corrected and will not be reported in next year's (2018) Report submission.</p>		

<b>EEOC FORM 715-01 PART H-6</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>DOD Missile Defense Agency</b>		<b>For period covering October 1, 2016 to September 30, 2017</b>
<b>STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:</b>	<p>In EEOC's 21 August 2017 feedback memorandum to the Agency, it stated that in MDA's Executive Summary of its FY 2016 MD-715 report, the agency explained that the applicant flow data in tables A9 and A11 only includes data from the USA Staffing system but not the Internal Canvass system (lateral transfers from one MDA organization to another). EEOC continued by stating that they expected in the FY 2017 Report, MDA would expand its plan to include the missing applicant flow data from the Internal Canvass system and demonstrate meaningful progress toward removing this program deficiency.</p>	
<b>OBJECTIVE:</b>	<p>To clarify the language stated in the FY 2016 Plan and cited above</p>	
<b>RESPONSIBLE OFFICIAL:</b>	<p>Anita B. Boush, Director, Equal Opportunity &amp; Diversity Management</p>	
<b>DATE OBJECTIVE INITIATED:</b>	<p>08/21/2017</p>	
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	<p>04/30/2018</p>	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>		
<p>Evaluate and provide clarification to EEOC regarding the applicant flow data for Internal Canvass hires specifically for data table A9. Detailed clarification is explained in the Executive Summary of this Report</p> <p>TARGET DATE: 08/21/2017</p>		
<p>MDA EO has successfully collected, tracked, reports applicant flow data for Internal Selection For Senior Level Positions (GS 13/14, GS 15, and SES) by Race/Ethnicity and Sex (Data Table A11) in its FY 2017 submission of the MD 715 Report</p> <p>TARGET DATE: 08/21/2017</p>		
<b>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE</b>		
<p>The Missile Defense Career Development Program conducted a recruitment blitz for the new 2016 class of interns to be hired. In an effort to expand recruitment to Hispanic Serving Institutions, MDA recruiters visited and participated in Career Fairs at New Mexico State University, University of Texas San Antonio, Colorado State University, and California Polytechnic State University. Targeted recruiting was performed at these schools in the weeks leading up to the Career Development Intern job announcement posting. Approximately 100 Career Development positions within MDA were advertised for engineering, contracting, financial management, HR, and other positions. These efforts ensured that the number of Hispanic applicants increased over previous years. The hope is that with the increase in the number of Hispanic applicants, we will realize an increase in the number of Hispanics hired in the next CDP class. MDA also continues to partner with Great Minds in STEM (formerly known as HENAAC) to mentor Hispanic youth, expand opportunities for Hispanics as well as use the event as a platform to recognize the best and brightest MDA Talent for distinguished honorary awards.</p>		

- In his 21 August 2017 feedback letter to MDA EO regarding its FCP Technical Assistance Visit in March 2017, EEOC's Office of Federal Operation's (OFO) Associate Director correctly stated that in "its [MDA] Executive Summary of its FY 2016 MD-715 report, the agency explained that the applicant flow data in tables A9 and A11 only includes data from the USA staffing system but not the Internal Canvass system (lateral transfers from one MDA organization to another)." That same letter stated that EEOC OFO expected MDA to expand its plan to include the missing applicant flow data from the Internal Canvass system.
- Applicant Flow data has been collected, tracked, and reported in this Report. Data is available at Table A11 attached to this report.
- MDA EO misinterpreted the reporting requirement for data table A9 in its FY 2016 report which led to inadvertently stating that MDA could not provide applicant flow data for the A9 table. A closer examination of the data required to populate table A9 reveals that the information required to be reported is applicant flow data for "Selections for Internal Competitive Promotions for Major Occupations by Race/Ethnicity and Sex." MDA Internal Canvass hires are classified as "lateral reassignments" and not "promotions." Therefore Internal Canvass hires should not be reported on table A9. Reassignment (Nature of Action Code 721) is defined by OPM Policy as "the change of an employee from one position to another without promotion or change to lower grade, level or band. Reassignment includes: (1) movement to a position in a new occupational series, or to another position in the same series; (2) assignment to a position that has been re-described due to the introduction of a new or revised classification or job grading standard; (3) assignment to a position that has been re-described as a result of position review; and (4) movement to a different position at the same grade but with a change in salary that is the result of different local prevailing wage rates or a different locality payment. Internal Canvass fits the definition as described above and thus the reason for its classification.
- In a telephone conference with MDA EO personnel and EEOC representatives (Mr. Marcus Artis and Ms. Virginia Ardeau on 4 October 2017, this clarification was explained in detailed and it was agreed that MDA would articulate this explanation in Part H as well as in the Executive Summary. MDA expects that this clarification will satisfy EEOC and that it will be deemed corrected with MDA not expected to report this issue as a deficiency in future reports.

<b>EEOC FORM 715-01 PART H-7</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>DOD Missile Defense Agency</b>	<b>For period covering October 1, 2016 to September 30, 2017</b>	
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	MDA's ADR participation rate was 14% in FY 2014, the percentage decreased to 0% in FY 2015 and FY 2016.	
OBJECTIVE:	<ul style="list-style-type: none"> <li>• Improve employee's perception of the ADR Program.</li> </ul>	
RESPONSIBLE OFFICIAL:	Anita B. Boush, Director, Equal Opportunity & Diversity Management	
DATE OBJECTIVE INITIATED:	08/21/2017	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	09/30/2018	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		
Survey the workforce		
TARGET DATE: 02/21/2018		
Develop and publish an ADR policy statement		
TARGET DATE: 02/21/2018		
Review EEOC report for best practices		
TARGET DATE: 02/21/2018		
Stand up an ADR Panel consisting of EO, GC, and HR (MER) Reps		
TARGET DATE: 02/21/2018		
Establish an assertive ADR marketing campaign		
TARGET DATE: 02/21/2018		

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE**

In the FY 2017 submission of MDA's EEOC Form 462 Report, the Agency reported pre-complaint ADR participation was 7% which is a significant improvement over the two previous FYs. As of the date of this report submission, MDA EO has completed the following actions in an effort to achieve meaningful progress toward eliminating the stated deficiency:

1. Thorough review of EEOC ADR Report, Part II - Best Practices in Alternative Dispute Resolution (FY 2003-FY 2004) completed on 2/21/2018
2. Developed survey questions for the workforce and coordinated efforts with MDA Information Technology (IC) to launch on survey MDA Portal page – 1/30/2018. Expect survey completion and evaluation to be completed by 06/30/2018.
3. Final draft of ADR policy completed and submitted for official internal staff coordination on 3/16/2018
4. Dedicated a page on the EO Quarterly Newsletter to the workforce marketing ADR and encouraging its use – 3/1/2018
5. Continuing to explore assertive marketing techniques.

<b>EEOC FORM 715-01 PART H-8</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>
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<b>DOD Missile Defense Agency</b>	<b>For period covering October 1, 2016 to September 30, 2017</b>
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STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	MDA EO issued five Final Agency Decisions (FADs) on the merits from FY 2014 through FY 2017. Of the five FADs, three were untimely.
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OBJECTIVE:	Meet EEOC's regulatory timeframes for all FAD issuances
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RESPONSIBLE OFFICIAL:	Anita B. Boush, Director, Office of Equal Opportunity and Diversity Management
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DATE OBJECTIVE INITIATED:	02/28/2017
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TARGET DATE FOR COMPLETION OF OBJECTIVE:	08/21/2017
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**PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:**

Secure contract for FAD Writer  
  
TARGET DATE: 02/28/2018

**REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE**

MDA EO secured a contract for FAD writing services through a third party vendor in the 1st Quarter of FY 2017. Since that time, MDA issued a timely FAD on the merit in MDA Case Number 2016-MDA-001 which was issued on the 50th day. MDA expects that with the additional contract support, it will maintain its compliance with regulatory time frames regarding merit based FADs. It is MDA's position that this deficiency is corrected and will not be reported in next year's Report. MDA EO will continue to diligently monitor progress going forward.

<b>EEOC FORM 715-01 PART I-1</b>	<b>U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT</b>	
<b>DOD Missile Defense Agency</b>	<b>For period covering October 1, 2016 to September 30, 2017</b>	
<b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b>  Provide a brief narrative describing the condition at issue.  How was the condition recognized as a potential barrier?	The participation rates of Hispanics, people with targeted disabilities and women overall, and blacks in high grades are lower than their CLF or the default benchmark (permanent workforce) comparator.	
<b>BARRIER ANALYSIS:</b>  Provide a description of the steps taken and data analyzed to determine cause of the condition.	The above triggers were revealed through an analysis of the MDA workforce profile data. A barrier analysis of the above identified triggers regarding recruitment, hiring, development, and retention of members in these particular groups commenced and are currently ongoing. The causes and actual barriers will be determined at the conclusion of our barrier analyses. MDA plans to complete the first phase not later than the end of FY2017.	
<b>STATEMENT OF IDENTIFIED BARRIER:</b>  Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Continued analyses required to determine specific causes and barriers. This effort is currently ongoing.	
<b>OBJECTIVE:</b>  State the alternative or revised agency policy, procedure or practice to be implemented to correct the undesired condition.	To ensure no policy, procedure, or practice exist which would create a barrier to full equality of opportunity for all EEO groups. If such barriers exist, take specific short and long term steps to eliminate them and facilitate the agency's culture shift toward full inclusiveness based on merit.	
<b>RESPONSIBLE OFFICIAL:</b>	Director, Human Resources. Director, Equal Opportunity and Diversity	
<b>DATE OBJECTIVE INITIATED:</b>	09/30/2014	
<b>TARGET DATE FOR COMPLETION OF OBJECTIVE:</b>	12/31/2017	
<b>EEOC FORM 715-01 PART I-1</b>	<b>EEO Plan To Eliminate Identified Barrier</b>	
<b>PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:</b>  Explore expanded use of the MDA MDCDP and other outreach and recruitment activities as a recruitment source for Hispanics, blacks, people with disabilities, and women overall Investigate all phases of the merit promotion process and career development program Identify diverse resources and explore potential partnerships with Institutions of higher learning and professional organizations to enhance the recruitment of the groups identified above for positions at all levels with MDA. Establish an HR/EO/GC barrier analysis workgroup to meet regularly to conduct barrier analyses, track findings, and report to appropriate agency officials for corrective action. Review and analyze applicant flow data to identify potential triggers/barriers.	<b>TARGET DATE (Must be specific)</b>  03/31/2018	
<b>REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE</b>		

MDA maintains an active engagement with HBCU's and other MSIs. The MDA HBCU/MI Program is led by the Agency's Executive Director and is executed by several organizations to include the Advanced Technology Directorate (STEM Program Office), Human Resources Directorate, and the Office of Equal Opportunity and Diversity Management. The MDA is a strategic partner to the DoD STEM Diversity Campaign (SDC) and supports Department wide initiatives in response to the Nation's fast-changing demographic. One such initiative is the "IngeniUS Campaign" which is a communication's campaign designed to showcase early-career role models from historically underrepresented groups who are at the cutting edge of defense innovation. The campaign seeks to raise external awareness of DoD as a committed advocate of STEM and an employer of choice among women, African-Americans, Hispanics, and Native Americans. In 2016, MDA co-sponsored the Hispanic National Achievement Awards Corporation (HENAAC) Great Minds in STEM (GMiS) Conference where the Executive Director participated in the Minority Serving Institutions (MI) Dean's Summit along with other government and industry partners. He discussed ways in which the Universities could successfully seek contract and research opportunities with the federal government. MDA also aggressively recruits at HBCUs, HACUs and other Minority Serving Institutions and provides information sessions on the process for applying for MDA Career Development positions.