

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, 2015 to September 30, 2016		
PART A Department or Agency Identifying Information	1. Agency		Missile Defense Agency		
	1.a. 2nd level reporting component				
	1.b. 3rd level reporting component				
	1.c. 4th level reporting component				
	2. Address		5700 18th St., Bldg 245		
	3. City, State, Zip Code		Fort Belvoir	Virginia	22060
	4. Agency Code	5. FIPS code(s)	DD27		
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees				2375
	2. Enter total number of temporary employees				0
	3. Enter total number employees paid from non-appropriated funds				0
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]				2375

DOD Missile Defense Agency

For period covering October 1, 2015 to September 30, 2016

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

1. Agency Head	Director VADM James D. Syring
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, Kelly Whatley
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, Kelly Whatley

DOD Missile Defense Agency

For period covering October 1, 2015 to September 30, 2016

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, 2015 to September 30, 2016

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 2016 included 2,375 employees and 149 military service members located in five states and international locations. The contracted workforce included approximately 514 Other Government Agency (OGA) civilians, approximately 4,184 contractor support positions, and 664 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 2016 accomplishments and FY 2016 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 Antidiscrimination and Retaliation Act (No FEAR) Training is conducted throughout the year and at the end of FY 2016 98.5% 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 2016 reporting period. MDA had three formal complaints filed in FY 2016 which is the same number filed in FY 2015. The top basis was reprisal followed by sex and disability and the top issues are identified as harassment (non-sexual) and evaluation/appraisal. Of the three cases filed in FY 2016, one was pending in hearing and the remaining two were pending in investigation. The three formal complaints were filed by different individuals. These individual complaints comprise less than one percent (0.13%) of the total civilian MDA workforce (2,375), which is not statistically significant to establish any causal relationship or to glean a discernible pattern from the filings.

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 2016 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).

The EO Office has adapted EEOC guidelines and documentation to effectively process and track all complaints. As reflected in the 2016 Form 462 report, MDA had a total of five (5) pending formal complaints at the end of the FY 2015 reporting period.

The number increased to 7 pending formal complaints by the end of FY 2016. The number of formal complaints filed was the same for FY 2015 and FY 2016 at three (3) total. The MDA EEO Office continues to operate independently from the General Counsel and Human Resources offices. As stated above, MDA has had no findings of discrimination filed against it.

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.

ACTIONS TAKEN TO ADDRESS SELF ASSESSMENT CHECKLIST AND DEFICIENCIES

MDA continues to receive applicant flow data by Race, National Origin, and Sex from the Defense Logistics Agency who serves as MDA's HR service provider for hiring actions.

The applicant flow data received from DLA consist of all MDA vacancy announcements advertised through USA Staffing. MDA receives data for selection certificates that have 10 or more applicants only. DLA does not provide applicant flow data of selections for Internal Competitive Promotions for Major Occupations (Table A9); or internal selections for Senior Level Positions (Table A11).

Internal Canvass continues to be MDA's preference for processing competitive fill positions with internal candidates. These hiring actions are not advertised or processed through USA staffing. Internal Canvasses are lateral transfers from one MDA organization to another within the same broad band associated with the Acquisition Demonstration Project (AcqDemo) Contribution-based Compensation and Appraisal System (CCAS). Currently HR is working with DLA to pull this data so we can conduct analysis on our A9 Table.

DLA continues to be unable to provide MDA applicant flow data for people with disabilities; therefore a review and analysis of Tables B7, 9, 11, and 12 were not completed for this FY reporting period. MDA continues to work diligently with DLA and MDA's Human Resources team to begin to collect and track this needed information.

In depth analysis and discussion regarding Applicant Flow Data may be found in the Addendum to the Executive Summary. MDA originally developed and approved its Anti-Harassment procedures on March 19, 2015 but the Procedures were revised and updated to include language on Bullying and Hazing on February 25, 2016 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 include in the February 25, 2016 update. 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.

Reasonable Accommodations Procedures which conform to the requirement established in EEOC Policy Guidance on Executive Order 13164 were completed and issued in July 2014. EEOC approved the MDA's Reasonable Accommodations Procedures by letter dated January 8, 2015.

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.

MDA's planned actions to address potential barriers to minorities, women, and people with disabilities are:

- 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.
- 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.
- 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:

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 Missile Defense Career Development Program (MDCDP) is a three-year developmental program for entry level positions. In the fall of 2016, MDA participated in a recruitment campaign for approximately 60 MDCDP positions across several career fields such as Engineering, Logistics, Contracting, Acquisition program management and Financial management. MDA attended career fairs at 36 diverse colleges/universities across the United States as well as three diversity conferences such as HENAAC. MDA's recruitment efforts were focused on sharing information with graduating seniors regarding MDA and the MDCDP opportunities. Job announcements for the MDCDP positions were opened at the end of the recruitment blitz to allow for interest and qualified candidates to apply and be considered for employment that will begin in the spring of 2017. During FY 2016, MDA had two active MDCDP classes, Class 14 and Class 16. Class 14 has 47 members that will complete their three year program in June of 2017. Class 16 had 47 members who started arriving in April of 2016, with current entry on duty (EOD) continuing through November 2016. Originally, MDA had 61 requirements for Class 16; however, through the interview and selection process, 47 CDPs were hired. In addition to hiring new CDPs, MDA uses the STEM program to recruit future prospects. 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, Human Resources Directorate, 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 President Obama's Presidential Memorandum "Creating and Expanding Ladders of Opportunity for Boys and Young Men of Color" and the My Brother's Keeper (MBK) Task Force, MDA STEM at Redstone Arsenal, NASA Marshall Space Flight Center (MSFC), and U.S. Army Garrison's School Liaison Office collaborated to host approximately 71 middle and high school students for a MBK event, in March 2016. Students selected by the Youth Services Division in the Mayor's Office of Birmingham and students from Huntsville City Schools' McNair Junior High School participated and represented 15 different schools in North Alabama. Tours included NASA's historic and redesigned rocket engine test stands, NASA's Payload Operation Integration Center, and Army's Flight Center, which housed various unmanned aerial vehicles, control tower, and aircraft crash-response unit facility. At the request of the DoD STEM program, the MDA Executive Director, Mr. John H. James was the keynote speaker at the Friendship Heights STEM Festival in February 2016. The theme was called African American STEM Achievements – Past, Present, and Future. High school students and guests learned about the impact of STEM career choices and real life STEM applications during the keynote address. MDA STEM participated in the 4th USA Science & Engineering Festival in Washington DC, which had record-breaking attendance over the Expo weekend; this was the largest, ultimate celebration of science and engineering in the country, and inspiring thousands of people of all ages to explore careers in STEM! Approximately 365,000 people participated over the four days (including X-STEM)! Sneak Peek Friday alone included more than 60,000 students, teachers, military families, government officials and press. Saturday and Sunday brought in roughly 150,000 people each day. Their hashtag #SciFest had over 125 million impressions during the week of the Festival, and their Facebook page reach 93K fans. The Executive Director and the Program Executive for Advanced Technology, Mr. Richard Matlock presented at the Festival. Mr. James had lunch with 12 students and answered many of their questions. Mr. Matlock discussed the importance of STEM, and how it can lead to many exciting careers with DoD or the Federal Government. On Saturday, Assistant Secretary of Defense for AT&L, Mr. Welby dropped by the MDA booth and the STEM Team provided a Short Wave/Long Wave presentation. On Sunday, Under Secretary of Defense for AT&L, the Honorable Frank Kendall visited the MDA booth and the STEM Team again provided a Short Wave/Long Wave presentation. In FY 2016, 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. The

Missile Defense Agency Executive Director provided all five allocations to the Chief Information Officer (CIO) for the STEM area of Cyber Security.

Upon interview and selection, the MDA SMART Scholars visited the Missile Defense Integration and Operations Center (MDIOC) in Colorado Springs, where they will be working starting the summer of 2017. They received an orientation that included exposure to the various aspects of the Ballistic Missile Defense System and how Cyber Security plays a key role. In addition, the scholars received exposure to several aspects of the Colorado Springs community in which they will be living – a stop at the famous Garden of the Gods to experience the beautiful surroundings of Colorado Springs, as well as, a personal tour of the Olympic Training Center; extra special considering the Olympics this summer.

The scholars (3 male, 2 female) are currently enrolled in schools in different parts of the country (Virginia, Indiana, South Dakota, Texas, and Oregon) and are in various stages of their academic pursuits (2 seniors, 2 juniors, 1 sophomore next fall). Upon graduation, the scholars will be non-competitively hired using the SMART hiring authority and join our three-year Missile Defense Career Development Program, as they not only fulfill their service obligation for the scholarship but also begin their DoD careers.

For the sixth year, MDA STEM actively engaged in educating K-12 students through creative programs such as MDA Engineering in Art (EIA), a program for grades 3-5, in which participants create kinetic art as way to learn the Engineering Design Process as well as other design and science concepts. For this program, MDA STEM collaborates in the community with an art museum, universities, and after school programs. At the end of EIA, students display their art work and share their new knowledge with family, friends, and MDA Engineering in Art enthusiasts.

While the primary STEM target population focuses on grades 4-6 and supports the belief that positive exposure to STEM professionals and activities in earlier grades will facilitate continued interest in and pursuit of STEM classes, activities, degrees, and careers, MDA continues to participate in select programs in order to include youth of all ages. These programs include:

- both providing grants and STEM professionals judging for Boosting Engineering, Science, and Technology (BEST) Robotics programs;

- providing grant support for DoD FIRST (For Inspiration & Recognition of Science & Technology) MDA mentors;
- internships for cadets at the U.S. Military and U.S. Naval Academies; and
- presenting MDA and at the National Science Teachers Association STEM professional development conference.

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

The MDA Diversity, Wellness and Morale Advisory Council (DWMAC) continue 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 Equal Opportunity and Diversity Management Director and the Human Resources Director serve as technical advisors to the DWMAC.

The Council leads the Employee Interest Group (EIG) program, which helps to empower employees to connect and rally around common interest. In FY 16, the EIG program increased in participation. There are currently 11 EIGs across all MDA geographical locations. Participation grew from 154 in FY 15 to 307 in FY 16. Another EIG group is undergoing coordination for FY 17, which will make 12 EIGs across MDA.

The DWMAC's continues to cultivate The Leadership Speaker Series, a forum where senior executives participate in discussion panel to provide valuable advice and share their professional and personal success stories. The Leadership Speaker Series continues to see an increase in participation throughout FY16. The series is always a favorite and is the Council's most valuable initiative.

The 2016 Federal Employment View Point Survey, sponsored by the Office of Personnel Management (OPM), shows how the Missile Defense Agency has improved over previous FYs. MDA experienced an FY 2016 survey response rate of 45.1% (266 responses), while MDA has a lower response rate this year as compared to last year, lower responses were seen across several agencies for FY 16.

Survey participants indicate a healthy understanding and perception of MDA working relationships between diverse groups of employees as highlighted by the degree of positive responses for select workforce diversity and management survey questions. The trend in survey rankings display a steady increase for positive rankings in the areas of My Work Experiences, My Work Unit, My Agency, Leadership, and My Satisfaction.

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 has improved considerably from the 2010 Best Places to Work when the Agency ranked 223 of 224, with an Index Score of 49.5. In 2015, MDA ranked 196 of 320, with an Index Score of 56.3. The Agency increased significantly in the 2016 Best Places to Work rating with a ranking of 170 out of 305, and an Index Score of 61.8; MDA experienced a 5.5% increase in positive employee satisfaction. 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 2016 Federal Employee Viewpoint Survey is included in the supporting documentation section of this report."

EEOC FORM 715-01 PART F	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
DOD Missile Defense Agency	For period covering October 1, 2015 to September 30, 2016

**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, 2015 to September 30, 2016			
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>11/06/2012</u> The EEO policy statement was issued on <u>01/11/2013</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			
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			
Have managers and supervisor been trained on their responsibilities under the procedures for reasonable accommodation?		X			

Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION 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.					
DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016			
Compliance Indicator	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.	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	
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			
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 2nd level reporting components 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	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.	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	
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 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			

DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016			
Are EEO program officials present during agency deliberations prior to decisions regarding recruitment strategies, vacancy projections, succession planning, selections		X			EEO representative attend weekly meeting.
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			
Compliance Indicator	The agency has committed sufficient human resources and budget allocations to its EEO programs to ensure successful operation.	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	
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			See proceeding note.
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.
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			

DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016			
Compliance Indicator	The agency has committed sufficient budget to support the success of its EEO Programs.	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 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			
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.

DOD Missile Defense Agency

For period covering October 1, 2015 to September 30, 2016

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			EO 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, 2015 to September 30, 2016			
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	Durnig 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			

Essential Element D: PROACTIVE PREVENTION Requires that the agency head makes early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.						
DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016				
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				

DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016			
Is the participation of supervisors and managers in the ADR process required?		X			

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.					
DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016			

DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016			
Compliance Indicator	The agency has sufficient staffing, funding, and authority to achieve the elimination of identified barriers.	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	
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			
Compliance Indicator	The agency has an effective complaint tracking and monitoring system in place to increase the effectiveness of the agency's EEO Programs.	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	
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			Ask Anita if we want to talk about HFH? (If yes, we must explain)

DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016			
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			
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			Check on Rachel's last update.
Compliance Indicator	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.	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 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			
Compliance Indicator	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.	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	
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			

DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016				
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 version. (What is the new training entitled?)
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.
Compliance Indicator	The agency has effective systems in place for maintaining and evaluating the impact and effectiveness of its EEO programs.	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		
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				
Compliance Indicator		Measure has been met				

DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016			
Measures	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.				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	
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.
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			

Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE 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, 2015 to September 30, 2016

DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016			
Compliance Indicator	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
Measures		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			
Compliance Indicator	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
Measures		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.
Compliance Indicator	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
Measures		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			

DOD Missile Defense Agency	For period covering October 1, 2015 to September 30, 2016			
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			
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

EEOC FORM 715-01 PART H-1	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	A system to collect and track internal and external applications for people with disabilities only does not currently exist. Therefore an analysis of B Tables 7, 9, 11, and 12 was not conducted for this reporting period	
OBJECTIVE:	MDA remains unable to collect and track applicant flow data because the data is not available from the Defense Logistics Agency who serves as MDA's HR service provider for hiring actions. EO Director will continue to work diligently with the DLA to collect, track, and analyze applicant flow data for people with disabilities. DLA does not currently track this data for its own use, nor does it track this information for its service organizations (MDA).	
RESPONSIBLE OFFICIAL:	Director, Equal Opportunity & Diversity Management	
DATE OBJECTIVE INITIATED:	01/05/2015	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	11/30/2017	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		
MDA remains unable to secure the required applicant flow data for people with disabilities as this data is not available. EO Director will continue in work diligently with the Defense Logistics Agency (DLA), who serves as MDA's HR Service provider for hiring actions, to establish a mechanism to collect, track, and analyze applicant flow data for people with disabilities. DLA does not currently track this data for its own use, nor for its serviced organizations, including MDA. TARGET DATE: 11/30/2017		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		

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, 2015 to September 30, 2016
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	Workforce profile analyses resulted in the identification of a trigger related to the participation rate of Hispanics in all grade levels and MCOs within the organization. Hispanics comprise 1.50% of MDA's total permanent civilian workforce. This is significantly lower than the NCLF of 9.96%.	
OBJECTIVE:	Expand and enhance barrier analyses 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.	
RESPONSIBLE OFFICIAL:	Directors, Human Resources and Equal Opportunity & Diversity Management	
DATE OBJECTIVE INITIATED:	09/30/2014	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	12/31/2017	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		
<ul style="list-style-type: none"> • 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. • Establish an Barrier Analyses workgroup to meet regularly and conduct barrier analyses, track findings, and report to appropriate agency officials for corrective action plans. • Evaluate the background and qualifications of Hispanic candidates seeking employment and advancement opportunity. • Examine the recruitment of Hispanics at all levels from entry to senior grade levels and management positions. • Investigate all phases of the merit promotion process and career development programs. • 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>TARGET DATE: 12/31/2017</p>		
REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE		
<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>		

EEOC FORM 715-01 PART H-3	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016
STATEMENT of MODEL PROGRAM ESSENTIAL ELEMENT DEFICIENCY:	People with Targeted Disabilities represent 0.80% of MDA's total permanent workforce. This is significantly lower than its Department of Defense (DoD) Benchmark of 2.0%. 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.	
OBJECTIVE:	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. <ul style="list-style-type: none"> • 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. • 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 benefits of using the Schedule Hiring Authority. • Identify selecting officials' experiences in the hiring process to address concerns. • Increase recruitment and outreach opportunities to attract candidates with disabilities. 	
RESPONSIBLE OFFICIAL:	MDA Hiring Officials; Director of Human Resources and Director of Equal Opportunity and Diversity Management	
DATE OBJECTIVE INITIATED:	09/30/2014	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	12/31/2017	
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.
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TARGET DATE: 03/31/2017

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, 2015 to September 30, 2016
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 <u>21.1%</u> in senior executive positions.	
OBJECTIVE:	<p>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.</p> <ul style="list-style-type: none"> • 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. • 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 experience of members of senior grade levels to identify competencies required to execute mission in MDA's critical occupations. • 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. • Investigate all phases of the merit promotion process and career development programs. • Review and analyze applicant flow data to identify potential triggers/barriers. • Identify selecting officials' experiences in the hiring process to address concerns. 	
RESPONSIBLE OFFICIAL:	Directors of Human Resources and Equal Opportunity & Diversity Management	
DATE OBJECTIVE INITIATED:	09/30/2014	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	03/31/2017	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:		

- 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.
- 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
- 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.
- Evaluate the background and qualifications of African Americans and female candidates seeking advancement to the senior ranks.
- Examine the recruitment of African Americans and women into the senior grade levels and management positions.
- Investigate all phases of the merit promotion process and career development programs.
- Review and analyze applicant flow data to identify potential triggers/barriers.
- Identify selecting officials' experiences in the hiring process to address concerns.

TARGET DATE: 03/31/2017

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

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%).

EEOC FORM 715-01 PART I-1	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT	
DOD Missile Defense Agency	For period covering October 1, 2015 to September 30, 2016	
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	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.	
BARRIER ANALYSIS: 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.	
STATEMENT OF IDENTIFIED BARRIER: 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.	
OBJECTIVE: 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.	
RESPONSIBLE OFFICIAL:	Director, Human Resources. Director, Equal Opportunity and Diversity	
DATE OBJECTIVE INITIATED:	09/30/2014	
TARGET DATE FOR COMPLETION OF OBJECTIVE:	12/31/2017	
EEOC FORM 715-01 PART I-1	EEO Plan To Eliminate Identified Barrier	
PLANNED ACTIVITIES TOWARD COMPLETION OF OBJECTIVE:	TARGET DATE (Must be specific)	
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.	03/31/2018	

REPORT OF ACCOMPLISHMENTS and MODIFICATIONS TO OBJECTIVE

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.

EEOC FORM 715-01 PART J	U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted
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DOD Missile Defense Agency	For period covering October 1, 2015 to September 30, 2016
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PART I Department or Agency Information	1. Agency	1. Missile Defense Agency
	1.a. 2nd Level Component	1. a.
	1.b. 3rd Level or lower	1. b.

PART II Employment Trend and Special Recruitment for Individuals With Targeted Disabilities	Enter Actual Number at the beginning of FY.		... end of FY.		Net Change	
		Number	%	Number	%	Number	Rate of Change
	Total Work Force	2334	100%	2375	100%	41	1.8 %
	Reportable Disability	261	11.2 %	257	10.8 %	-4	-1.5 %
	Targeted Disability*	15	0.6 %	19	0.8 %	4	26.7 %
	* If the rate of change for persons with targeted disabilities is not equal to or greater than the rate of change for the total workforce, a barrier analysis should be conducted (see below).						
	1. Total Number of Applications Received From Persons With Targeted Disabilities during the reporting period.					0	
	2. Total Number of Selections of Individuals with Targeted Disabilities during the reporting period.					0	

PART III Participation Rates In Agency Employment Programs

Other Employment/Personnel Programs	TOTAL	Reportable Disability		Targeted Disability		Not Identified		No Disability	
		#	%	#	%	#	%	#	%
Competitive Promotions	0	0	0.0 %	0	0.0 %	0	0.0 %	0	0.0 %
Non-Competitive Promotions	102	19	18.6 %	2	2.0 %	0	0.0 %	83	81.4 %
Employee Career Development Programs	97	10	10.3 %	1	1.0 %	0	0.0 %	87	89.7 %
a. Grades 5 - 12	91	9	9.9 %	1	1.1 %	0	0.0 %	82	90.1 %
b. Grades 13 - 14	1	0	0.0 %	0	0.0 %	0	0.0 %	1	100.0 %
c. Grade 15/SES	5	1	20.0 %	0	0.0 %	0	0.0 %	4	80.0 %
Employee Recognition and Awards	2502	410	16.4 %	18	0.7 %	53	2.1 %	2039	81.5 %
a. Time-Off Awards (Total hrs awarded)	31	4	12.9 %	0	0.0 %	0	0.0 %	27	87.1 %
b. Cash Awards (total \$\$\$ awarded)	2469	406	16.4 %	18	0.7 %	53	2.1 %	2010	81.4 %
c. Quality-Step Increase	2	0	0.0 %	0	0.0 %	0	0.0 %	2	100.0 %

EEOC FORM 715-01		Special Program Plan for the Recruitment, Hiring, and Advancement of Individuals With Targeted Disabilities	
DOD Missile Defense Agency		For period covering October 1, 2015 to September 30, 2016	
Part IV Identification and Elimination of Barriers	Agencies with 1,000 or more permanent employees MUST conduct a barrier analysis to address any barriers to increasing employment opportunities for employees and applicants with targeted disabilities using FORM 715-01 PART I. Agencies should review their recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine whether there are any barriers.		
Part V Goals for Targeted Disabilities	<p>Agencies with 1,000 or more permanent employees are to use the space provided below to describe the strategies and activities that will be undertaken during the coming fiscal year to maintain a special recruitment program for individuals with targeted disabilities and to establish specific goals for the employment and advancement of such individuals. For these purposes, targeted disabilities may be considered as a group. Agency goals should be set and accomplished in such a manner as will effect measurable progress from the preceding fiscal year. Agencies are encouraged to set a goal for the hiring of individuals with targeted disabilities that is at least as high as the anticipated losses from this group during the next reporting period, with the objective of avoiding a decrease in the total participation rate of employees with disabilities.</p> <p>Goals, objectives and strategies described below should focus on internal as well as external sources of candidates and include discussions of activities undertaken to identify individuals with targeted disabilities who can be (1) hired; (2) placed in such a way as to improve possibilities for career development; and (3) advanced to a position at a higher level or with greater potential than the position currently occupied.</p>		
Established a Numerical Goal?	Yes		
Goal	MDA has established a 2.0% representation goal to align with the Department of Defense's representation goal. A hiring goal has not been established.		
Strategies	<ul style="list-style-type: none"> -Increase workforce representation rate to 2% IAW with established DoD benchmark -Identify career development opportunities for existing MDA employees with disabilities -Expand agency engagement in the DoD Workforce Recruitment Program for College Students with Disabilities -Partnership with colleges and universities in south central and south eastern regions to market and garner greater interest and participation in the DoD WRP Program. -Partner with Virginia, Alabama, and Colorado State Vocational Rehabilitation Programs -Expand partnership with DoD Wounded Warrior Program in Support of Operation Warfighter -Refine recruitment plans to target veterans with disabilities and WRP students who have MDA MCO knowledge and skills for permanent positions and the MDCDP. -Establish a marketing campaign to better inform hiring officials about the benefits and responsibilities of hiring under the Schedule A hiring authority -Explore ways to increase the applicant and candidate pool of people with targeted disabilities for the MDCDP -Benchmark federal agencies evidence based best practices for hiring and retaining people with disabilities 		

Objectives	<p>Establish a mechanism to collect, track, and analysis applicant flow data for people with disabilities. MDA HR and EO are currently conducting reviews of its recruitment, hiring, career development, promotion, and retention of individuals with targeted disabilities in order to determine where the barriers might exist. As this is an ongoing process, the results have not yet been determined and validated. The areas of focus during this review include:</p> <ul style="list-style-type: none"> -Increase hiring officials functional knowledge of special hiring authorities -Continue to train supervisors and managers on MDAs reasonable accommodations procedures -Target recruitment efforts where there is a high probability that applicants with the knowledge and skills related to the STEM disciplines, and who are also PwTDs will be in attendance. In particular, veterans with disabilities. -Aggressively market and encourage greater participation in DoDs Workforce Recruitment Program for College Students with Disabilities (WRP) -Increase opportunities through the MDCDP to consider applicants with targeted disabilities -Refine recruitment plans to target veterans with disabilities and WRP students
Accomplishments	<p>MDA continues to work with vigorously with the Defense Logistics Agency to secure the capability to collect, track, and analyze applicant flow data for people with disabilities. This data is currently not provided to DLA by the Office of Personnel Management.</p> <p>Continue to periodically survey the workforce to ensure accurate disability data in myBiz.</p> <p>MDA provides reasonable accommodations to qualifying employees and applicant with disabilities.</p>