MD-715 – Part J

Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving <u>PWD</u> by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

     a. Cluster GS-1 to GS-10 (PWD)　　　　　　Yes **X**　　　No
     b. Cluster GS-11 to SES (PWD)　　　　　　Yes　　　No **X**

1a. During the FY18 reporting period there were a total of 61 or 2.49% employees in the GS-01 through GS-10 (NH-2 and NH 3) grade level cluster. Of the 61 employees in this grade level cluster 1 or 1.64% are reported People With Disabilities. The 1.64% is below the regulatory goal of 12.0% and thus the agency identifies a trigger for people with disabilities in this grade cluster. Although a trigger is identified, it is well worth noting that 61 or 98.4% of the 60 employees are active MDA Career Development Program Interns who at the conclusion of their internship in 2 years will be converted to NH-2 (GS-11 equivalent) positions within the agency. The remaining 1 employee in this grade level cluster represent less than 0.01% of the entire MDA civilian workforce and thus MDA will focus its energy and efforts toward addressing potential barriers to employment and advancement in other areas, if necessary.

1b. During the FY18 reporting period there were a total of 2,391 employees in the GS-11 through SES (NH-2 through SES) grade level cluster. Of the 2,391 employees in this grade level cluster 393 or 16.44% are reported People With Disabilities. The 16.44% exceeds the regulatory goal of 12% and thus MDA

> **asserts that no trigger exist for this EEO group at the grade level cluster identified.**

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving <u>PWTD</u> by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

   a. Cluster GS-1 to GS-10 (PWTD)   Yes **X**   No
   b. Cluster GS-11 to SES (PWTD)   Yes **X**   No

> **2a. During the FY 2018 reporting period there was a total of 61 employee in the GS-01 through GS-10 grade level cluster. Of the 61 employees in this grade level cluster 1 or 1.64% are reported People With Targeted Disabilities. The 1.64% is below the regulatory goal of 2.0% and thus the agency identifies a trigger for people with targeted disabilities in this grade cluster.**
>
> **2b. During the FY 2018 reporting period there were a total of 2,391 employees in the GS-11 through SES (NH-2 through SES) grade level cluster. Of the 2,391 employees in this grade level cluster 42 or 1.49% are reported People With Targeted Disabilities. The 1.76% is below the regulatory goal of 2.0% and thus the agency identified a trigger for People With Targeted Disabilities in this grade level cluster.**

3. Describe how the agency has communicated the numerical goals to the hiring managers and/or recruiters.

> **The Agency has communicated the numerical goals to the hiring officials through a variety of means which include discussions at Personnel Management Board meetings with senior level officials; supervisory EEO and Diversity training, briefings at the Diversity, Wellness, and Morale Council Quarterly meetings and one-on-one advisory sessions with hiring managers and officials.**

Section II: Model Disability Program

Pursuant to 29 C.F.R. §1614.203(d)(1), agencies must ensure sufficient staff, training and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

A. PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

1. Has the agency designated sufficient qualified personnel to implement its disability program during the reporting period? If "no", describe the agency's plan to improve the staffing for the upcoming year.

<div align="center">Yes   No **X**</div>

> **The OPR for the MDA Disability Employment Program was changed from the MDA EO & Diversity Management Office to the MDA Human Resources Office and aligned under the Management and Employee Relations Division effective February 4, 2018. The agency currently has one (1) full time equivalent asset dedicated to accomplish all the regulatory requirements set forth in 29 C.F.R. §1614.203(d)(1). The Agency shall determine the need for a manpower study of the Disability Employment Program to access the need for additional staffing.**

2. Identify all staff responsible for implementing the agency's disability employment program by the office, staff employment status, and responsible official.

Disability Program Task	# of FTE Staff by Employment Status			Responsible Official (Name, Title, Office, Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD		**1**		**Elizabeth D. Bavis, Supervisory HR Specialist, MDA/HR, elizabeth.bavis@mda.mil**
Answering questions from the public about hiring authorities that take disability into account		**2**		**Monique Mixon, Disability Program Manager, MDA/HR, Monique.mixon@mda.mil** **Janquenette London, Human Resources Specialist, MDA/HR, janquenette.london@mda.mil**
Processing reasonable accommodation requests from applicants and employees	**1**			**Monique Mixon, Disability Program Manager, MDA/HR, Monique.mixon@mda.mil**

Section 508 Compliance	**1**	**1**		**Monique Mixon, Disability Program Manager, MDA/HR, Monique.mixon@mda.mil** **Pamela Whitehead, IT Specialist, MDA/ICTM, Pamela.whitehead@mda.mil**
Architectural Barriers Act Compliance	**1**			**Monique Mixon, Disability Program Manager, MDA/HR, Monique.mixon@mda.mil**
Special Emphasis Program for PWD and PWTD	**1**			**Monique Mixon, Disability Program Manager, MDA/HR, Monique.mixon@mda.mil**

3. Has the agency provided disability program staff with sufficient training to carry out their responsibilities during the reporting period? If "yes", describe the training that disability program staff have received. If "no", describe the training planned for the upcoming year.

<div align="center">Yes X   No</div>

> **a. Hands on training with the EEO Director who served in large DoD Organization as the Disability Program Manager. b. Approval to attend annual EEOC Excel and Federal Disputes Resolution Conference training. c. Disability Program Manager Course at DoD DEOMI. d. Attendance at Webinars, e. OSD monthly Disability Program Manager meetings, and f. purchase of educational/ resource material from government and private vendors.**

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If "no", describe the agency's plan to ensure all aspects of the disability program have sufficient funding and other resources.

<div align="center">Yes X   No 0</div>

> **Other resource response is provided above. Sufficient funding is provided for the program at its current operational level. MDA secured a contract with the Federal Occupational Health (FOH) Agency to provide medical review/assessment services associated with requests for reasonable accommodations. Funding for training and other requirements needed to carry**

out the mission are also provided when requested. Sufficient funding is provided to cover the costs of electronic (software and hardware) and furniture for approved reasonable accommodations requests.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 C.F.R. § 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTD.

A. PLAN TO IDENTIFY JOB APPLICANTS WITH DISABILITIES

1. Describe the programs and resources the agency uses to identify job applicants with disabilities, including individuals with targeted disabilities.

The Missile Defense Agency (MDA) fills vacant positions with applicants from outside the agency in two ways, competitively and non-competitively. Competitive positions are advertised through USAJOBS and each job announcement contains instruction on how to apply. The job announcements usually include "All U.S. Citizens" and Schedule A Authority as part of the area of consideration. For non-competitive positions involving Schedule A appointment, applicants may apply directly to the MDA Human Resources Directorate, Special Placement Program Coordinator to be considered for jobs. The Federal hiring process is setup to be fair and transparent. All job announcements contain the EEO Policy and Reasonable Accommodation Policy for those applicants who need assistance in completing their application. The Missile Defense Career Development Program conducted an on-site recruitment campaign of over 16 colleges and universities in the fall of 2018. One of the targeted colleges for Persons with Disabilities was the Rochester Institute of Technology for the Deaf.

2. Pursuant to 29 C.F.R. § 1614.203(a)(3), describe the agency's use of hiring authorities that take disability into account (e.g., Schedule A) to recruit PWD and PWTD for positions in the permanent workforce.

Jobs filled non-competitively do not require an announcement and applicants may apply directly to the MDA Human Resources Directorate, Special Placement Program Coordinator (SPPC) to be considered for jobs under the Schedule A authority. The MDA has a Disability point of contact on the Office of Personnel Management Disability Employment website for those persons outside the Agency who wish to apply or would like to have more information

about the Agency's opportunities. The MDA internal website also contains information regarding the MDA Special Placement Program Coordinator on the HR MDA Knowledge-On-line portal at the "My Disability" link.

3. When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

When a position becomes vacant the SPPC reviews all resumes and additional paperwork to ensure the applicant meets the eligibility for a Schedule A appointment and all basic qualification requirements for the position. The applicant must be able to perform the essential functions of the job. The SPPC sends the hiring official the resume with an explanation of the Schedule A appointing authority; and explains that they may hire without an announcement or a referral certificate, for possible placement; thus reducing the time it takes to fill a job.

4. Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If "yes", describe the type(s) of training and frequency. If "no", describe the agency's plan to provide this training.

<div align="center">Yes X   No   N/A</div>

The MDA internal website contains information regarding the MDA Special Placement Program Coordinator on the HR MDA Knowledge-On-line portal at the "My Disability" link. The Agency plans to offer Schedule A Hiring authority informational sessions to hiring officials through Brown Bags and to Supervisory Staff meetings.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

Describe the agency's efforts to establish and maintain contacts with organizations that assist PWD, including PWTD, in securing and maintaining employment.

The MDA continues to maintain, cultivate, and strengthen relationships and partnerships with local and state vocational rehabilitation organizations and institutions that place an emphasis on preparing and retaining PWDs and PWTDs for employment in the federal workplace. The agency is actively involved with these organizations and solicit their services and training when required to assist PWDs and PWTDs to remain successful in the workplace. The agency seeks to enhance its outreach efforts with these organizations by

participation and representation at career fairs and training events serving the interest of PWDs and PWTDs.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes", please describe the triggers below.

   a. New Hires for Permanent Workforce (PWD)　　　　Yes **X**　　　　No

   b. New Hires for Permanent Workforce (PWTD)　　　　Yes　　　　No **X**

> **The B8 table reveals that during the FY18 reporting period there were a total of 196 new hires into the MDA permanent workforce. Of the 196 new hires 4 or 2.04% were PWTD. Also, of the 196 new hires 20 or 10.2% were PWDs in FY18. The percentage for the PWD (10.2%) fall short of the regulatory goal of 12% and thus the agency identifies a trigger for the PWD group in new hires.**

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

   a. New Hires for MCO (PWD)　　　　Yes **X**　　　　No

   b. New Hires for MCO (PWTD)　　　　Yes **X**　　　　No

> • **An analysis of data table B7 reveals that no trigger exist for PWD among new hires in mission critical occupation series 0080 (Security Administration). 102 applicants were deemed qualified for the series 0080 vacancy advertised in FY18. Of that number, 9.80% or 10 identified having a disability (Code 06-98). 5 or 4.90% identified having a targeted disability (Vision Code 23/25 or 21). Zero (0.00%) applicants were selected. A further investigation is required to determine why a selection was not made.**
>
> • **There were no vacancies in the occupational series 0130 (Foreign Affairs) during FY18.**
>
> • **An analysis of data table B7 reveals that no trigger exist for PWD among new hires in the mission critical occupation series 0132 (Intelligence). There were 182 applicants deemed qualified for the series 0132 vacancy advertised in FY18. Of that number, 14 or 7.69% identified with having a disability (Code 06-98) and 11 or 6.04% identified having a targeted disability. Thus no trigger for this particular mission critical occupation.**
>
> • **Regarding the series 0201 (Human Resources) vacancy(ies) in FY18. There were 130 candidates deemed qualified for the series. Of that number, zero (0) applicants were selected. A further investigation is required to determine why a selection(s) was not made.**

- **An analysis of data table B7 reveals that no trigger exist for PWD among new hires in the mission critical occupation series 0340 (Program Management). There were 113 applicants deemed qualified for the series 0340 vacancy advertised in FY18. Of that number, only 11 or 9.73% identified with having a disability (Code 06-98) and 6 or 5.31% identified having a targeted disability. One (1) of the 11 or 9.09% candidates identified as having a disability was selected for the vacancy. Thus no trigger for this particular mission critical occupation.**

- **There were 742 candidates deemed qualified for the series 0343 (Program Management) vacancy/ies in FY18. Of that number, only 86 or 11.59% identified with having a disability (Code 06-98) and 40 or 5.39% identified having a targeted disability. Of that number zero (0.00%) applicants were selected. A further investigation is required to determine why a selections was not made.**

- **There were 82 candidates deemed qualified for the series 0501 (Accounting) vacancy/ies in FY18. Of that number, only 3 or 0.37% identified with having a disability (Code 06-98) and 1 or 1.22% identified having a targeted disability. Of that number zero (0.00%) applicants were selected. A further investigation is required to determine why a selections was not made.**

- **An analysis of data table B7 reveals that no trigger exist for PWD among new hires in mission critical occupation series 0560 (Budget Analysis). There were 574 applicants deemed to be qualified for the series 0560 vacancy/ies, however of that number 39 or 6.79% identified having a disability (Code 06-98) and 22 or 3.83% were individuals with a Targeted Disabilities. One of the 39 or 6.79% candidates identified as having a disability and one (1) was selected for the vacancy.**

- **There were 528 candidates deemed qualified for the series 0801 (General Engineering) vacancies in FY18. Of that number, only 38 or 7.20% identified with having a disability (Code 06-98) and 22 or 4.17% identified having a targeted disability. Of that number zero (0.00%) applicants were selected. A further investigation is required to determine why a selections was not made.**

- **1102 (Contract Specialist) vacancies in FY18, a determination as to whether a trigger exist for new hires cannot be established. There were 280 applicants deemed to be qualified for the series 1102 vacancies, however of that number, four (4) or 1.43% applicants were selected. Of the total number, only 64 or 22.86% identified having a disability (Code 06-98), 1148 or 410.00% not identified having a disability (Code 01) and 36 (12.86%) were individuals have a targeted disability. Four (4) or 1.43% of the candidates identified were selected for the vacancies. Thus no trigger for this particular mission critical occupation.**

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

   a. Qualified Applicants for MCO (PWD)   Yes   No **X**

    b. Qualified Applicants for MCO (PWTD)   Yes **X**   No

See 2 above.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations (MCO)? If "yes", please describe the triggers below.

    a. Promotions for MCO (PWD)   Yes 0   No X
    b. Promotions for MCO (PWTD)   Yes 0   No X

N/A

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

Pursuant to 29 C.F.R §1614.203(d)(1)(iii), agencies are required to provide sufficient advancement opportunities for employees with disabilities. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, promotions, and similar programs that address advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. ADVANCEMENT PROGRAM PLAN

Describe the agency's plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

Rotational and detail assignment programs are available in the Agency and within the Department of Defense as they become available. A structured mentoring program is offered with mentor/protégé training required for the program. Employees identify current and out years planning objectives and training through their Individualized Development Plan. The career development training plan is developed and discussed with their supervisor at the end of the appraisal rating period for the beginning of the new year.   **The Missile Defense Career Development (MDCDP) is the Agency's entry level program to foster new talent from within and outside the Agency. This program offered developmental positions in the areas of Engineering, Finance, Contracting, Logistics, Information Technology, Acquisition, and Human Resources. In FY18, the program recruited approximately 56 positions.**

> **The Agency is dedicated to fostering a culture of inclusion and engagement by developing strategies and programs that institutionalize a focus of valuing diversity in the workforce. The agency continues to engage in initiatives designed to ensure PWDs and PWTDs have sufficient advancement opportunities.**

B. CAREER DEVELOPMENT OPPORTUNITIES

1. Please describe the career development opportunities that the agency provides to its employees.

> **To maintain a high performance level, MDA commits to several significant activities aimed at improving the qualifications and professionalism of the existing workforce and preparing the future workforce. Some specific examples of MDA's workforce improvement initiatives are the Key Leadership Development Program (KLDP) in partnership with the Defense Acquisition University (DAU); the Missile Defense Career Development Program (MDCDP), MDA's entry level workforce replenishment pipeline for all career fields including engineering, acquisition management, contracts, logistics, test and evaluation, cost estimating, business financial management, human resources, information technology, and cybersecurity; our participation in DoD's Science, Mathematics and Research for Transformation (SMART) Scholarship for Service Program; and our future workforce Science, Technology, Engineering and Math (STEM) Outreach activities. The KLDP was designed to address USD (AT&L) Frank Kendall's November 8, 2013 memorandum with the subject "Key Leadership Positions and Qualification Criteria." Under the direction of this memorandum, the program supports the development and sustainment of potential acquisition leaders (GS 13/14/15 equivalent) who can operate effectively in increasingly complex environments.**
>
> **The MDCDP conducted a recruitment blitz for the 2018 class of interns in the fall of 2017. This recruitment blitz included 16 Colleges and Universities. Detailed information was given concerning how to apply for our announcements to include the Schedule A Hiring Authority. One of the targeted colleges for Persons with Disabilities was the Rochester Institute of Technology for the Deaf. Employees identify current and out years planning objectives and training through their Individualized Development Plan. This plan is developed and discussed with their supervisor at the end of the appraisal rating period.**
>
> **MDA supervisors are committed to developing employee skills and competencies to ensure effective job performance. This commitment takes into account present (as well as anticipated future) needs for administrative, technical, professional, leadership, and managerial skills.**

MDA leadership support long-term training, to include college courses that develop an employee's knowledge, skills, and abilities in their current position. Employees are encouraged to pursue training that develops employee support for long-term mission accomplishment.

In addition to traditional classroom training, MDA supports and encourages members at all levels of the workforce to pursue career broadening rotations both among the MDA geographic locations as well as with DoD entities external to MDA.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate. [Collection begins with the FY 2018 MD-715 report, which is due on February 28, 2019.]

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs						
Fellowship Programs		**NOT REQUIRED FOR FY18 SUBMISSION**				
Mentoring Programs						
Coaching Programs						
Training Programs						
Detail Programs						
Other Career Development Programs						

3. Do triggers exist for <u>PWD</u> among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

      a. Applicants (PWD)   Yes   No X
      b. Selections (PWD)   Yes   No X

N/A

4. Do triggers exist for <u>PWTD</u> among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

      a. Applicants   (PWTD)   Yes   No X
      b. Selections (PWTD)   Yes   No X

N/A

C. <u>AWARDS</u>

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If "yes", please describe the trigger(s) in the text box.

      a. Awards, Bonuses, & Incentives (PWD)   Yes   No **X**
      b. Awards, Bonuses, & Incentives (PWTD)   Yes   No **X**

Time Off-Awards: 1-9 hours. There were a total of 13 individuals that received this award. Of the 13 award recipients, nine (9) or 69.23% had no disability (Code 05), two (2) or 15.38% not identified, and two (2) or 15.38% with a disability (Code 06-98). The percentage of people with a disability receiving a Time Off Award (1-9 hours) during the reporting period is 22.2% of the total number of recipients.   **Time Off-Awards: 9+ hours. There were a total of 68 individuals that received this award. Of the 68 award recipients, 60 or 88.24% had no disabilities (Code 05), one (1) or 1.47% not identified, and seven (7) or 10.29% with a Disability (Code 06-98). The percentage of people with a disability receiving a Time Off Award (9+ hours) during the reporting period is 11.7%.**

Cash Awards: $100 - $500. There were a total of 124 individuals that received this award. Of the 124 award recipients, 104 had no disabilities (Code 05), four (4) Not Identified (Code 01), 16 with a Disability (Code 06-98), and one (1) with a targeted disability (Code 91). The percentage of people with a disability receiving a $100-$500 cash award during the reporting period is 12.9%. The percentage of people with a targeted disability receiving a $100-$500 cash award during the reporting period is .81%.

Cash Awards: $500+. There were a total of (449) incentive awards submitted throughout the year. Even though MDA has only (2452) civilian employees, it is possible for an individual to receive more than one cash award throughout the performance cycle. Likely, one would be in connection with the annual performance rating and another (if awarded) would be for a special service act sometime during the performance period). Of the 449, $500+ cash award recipients, 56 cash awards were given to people with a disability (Code 06-98) and 3 were given to people with targeted disabilities (Code 64, 68, 69, 90, and 91). The percentage of people with targeted disabilities receiving a $500+ cash award is 12.5% and the percentage of people with targeted disabilities receiving a $500+ cash award is .67%.

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If "yes", please describe the trigger(s) in the text box.

a. Pay Increases (PWD)	Yes	No X	
b. Pay Increases (PWTD)	Yes	No X	

During the FY 2018 Reporting period MDA gave only one (1) Quality Step Increases. One (1) was given to an individual coded as having no disability (Code 05). The percentage of individuals with a disability given a quality step increase is zero (0.00%). There were no individual with a targeted disability given a Quality Step Increase. This percentage is insufficient to glean any pattern or make a determination regarding a potential trigger as the number of overall QSI issued during the reporting period is so small.

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If "yes", describe the employee recognition program and relevant data in the text box.

a. Other Types of Recognition (PWD)	Yes	No **X**	N/A
b. Other Types of Recognition (PWTD)	Yes	No **X**	N/A

N/A

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D. PROMOTIONS

1. Does your agency have a trigger involving <u>PWD</u> among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

      a. SES

i. Qualified Internal Applicants (PWD)	Yes	No **X**
ii. Internal Selections (PWD)	Yes	No **X**

      b. Grade GS-15

i. Qualified Internal Applicants (PWD)	Yes **X**	No
ii. Internal Selections (PWD)	Yes **X**	No

      c. Grade GS-14

i. Qualified Internal Applicants (PWD)	Yes	No **X**
ii. Internal Selections (PWD)	Yes	No **X**

      d. Grade GS-13

i. Qualified Internal Applicants (PWD)	Yes **X**	No
ii. Internal Selections (PWD)	Yes **X**	No

> **Table B11 shows that a trigger does exist involving internal applicants and/or selectees for promotions to the senior grades among PWD. There were a total of 383 applications received and of that number 18 or 4.70% identified as having a disability (Code 06-98). 6 or 33.33% of those identified as having a disability (Code 06-98) were deemed qualified for the internal promotions and zero or 0.00% were selected for the internal promotions.**

2. Does your agency have a trigger involving <u>PWTD</u> among the qualified *internal* applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

    a. SES

i. Qualified Internal Applicants (PWTD)	Yes		No **X**
ii. Internal Selections (PWTD)	Yes		No **X**

    b. Grade GS-15

i. Qualified Internal Applicants (PWTD)	Yes **X**		No
ii. Internal Selections (PWTD)	Yes **X**		No

    c. Grade GS-14

i. Qualified Internal Applicants (PWTD)	Yes		No **X**
ii. Internal Selections (PWTD)	Yes		No **X**

    d. Grade GS-13

i. Qualified Internal Applicants (PWTD)	Yes **X**		No
ii. Internal Selections (PWTD)	Yes **X**		No

There were no internal promotions made for GS-14 and equivalents during the reporting period. There were a total 492 applications received for GS 13, GS-15 and SES equivalent internal promotions and of that number 13 or 2.64% identified as having a targeted disability (Code 92). Four (4) or 30.77% of those identified as having a targeted disability (Code 92) were deemed qualified for the internal promotions and 0 or 0.0% were selected for the internal promotions. (Table B11).

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3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving <u>PWD</u> among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

a. New Hires to SES (PWD)	Yes		No **X**
b. New Hires to GS-15 (PWD)	Yes **X**		No
c. New Hires to GS-14 (PWD)	Yes		No **X**
d. New Hires to GS-13 (PWD)	Yes **X**		No

> **An analysis of Data Table B8 – New Hires By Type of Appointment was used to evaluate MDA's status. Data Table B8 does not identify new hires by grade level and therefore this information is not available for reporting. Although that is the case, since approximately 92% of the MDA total workforce is comprised of SES/ST and GS13-GS15 equivalent, utilization of Data Table B8 for this purpose is appropriate. There were a total of 196 new hires reported in Data Table B8. Of that number, twenty (20) or 10.2% were identified as an individual with a disability (Code 06-98). There were four (4) or 2.04% identified as an individual with a targeted disability. Since the 10.2% of people with disabilities is substantially lower than their representation in the workforce (16%), it is determined that a trigger exists.**

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving <u>PWTD</u> among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box.

     a. New Hires to SES (PWTD)   Yes   No **X**

     b. New Hires to GS-15 (PWTD)   Yes **X**   No

     c. New Hires to GS-14 (PWTD)   Yes **X**   No

     d. New Hires to GS-13 (PWTD)   Yes **X**   No

> **An analysis of Data Table B8 – New Hires By Type of Appointment was used to evaluate MDA's status. Data Table B8 does not identify new hires by grade level and therefore this information is not available for reporting. Although that is the case, since approximately 92% of the MDA total workforce is comprised of SES/ST and GS13-GS15 equivalent, utilization of Data Table B8 for this purpose is appropriate. There were a total of 196 new hires reported in Data Table B8. Of that number, four (4) or 2.04% were identified as an individual with a targeted disability, as such it is determined that a trigger exists.**

5. Does your agency have a trigger involving <u>PWD</u> among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

a. Executives

    i. Qualified Internal Applicants (PWD)   Yes   No **X**

    ii. Internal Selections (PWD)   Yes   No **X**

b. Managers

    i. Qualified Internal Applicants (PWD)   Yes   No **X**

    ii. Internal Selections (PWD)   Yes   No **X**

c. Supervisors

    i. Qualified Internal Applicants (PWD)   Yes   No **X**

    ii. Internal Selections (PWD)   Yes   No **X**

MDA currently only tracks Selections for Internal Competitive Promotions for Major Occupations and not by supervisory status.

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6. Does your agency have a trigger involving <u>PWTD</u> among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box.

    a. Executives

        i. Qualified Internal Applicants (PWTD)   Yes   No **X**

        ii. Internal Selections (PWTD)   Yes   No **X**

    b. Managers

        i. Qualified Internal Applicants (PWTD)   Yes   No **X**

        ii. Internal Selections (PWTD)   Yes   No **X**

    c. Supervisors

        i. Qualified Internal Applicants (PWTD)   Yes   No **X**

        ii. Internal Selections (PWTD)   Yes   No **X**

> **MDA currently only tracks Selections for Internal Competitive Promotions for Major Occupations and not by supervisory status.**

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving <u>PWD</u> among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.

    a. New Hires for Executives (PWD)   Yes   No **X**

    b. New Hires for Managers (PWD)   Yes   No **X**

    c. New Hires for Supervisors (PWD)   Yes   No **X**

> **MDA currently only tracks Selections for Internal Competitive Promotions for Major Occupations and not by supervisory status.**

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving <u>PWTD</u> among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.

    a. New Hires for Executives (PWTD)   Yes   No **X**

    b. New Hires for Managers (PWTD)   Yes   No **X**

    c. New Hires for Supervisors (PWTD)   Yes   No **X**

> **MDA currently only tracks Selections for Internal Competitive Promotions for Major Occupations and not by supervisory status.**

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In this section, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If "no", please explain why the agency did not convert all eligible Schedule A employees.

        Yes   No   N/A **X**

> **The agency hired zero (0) Schedule A employees during this reporting period.**

2. Using the inclusion rate as the benchmark, did the percentage of <u>PWD</u> among voluntary and involuntary separations exceed that of persons without disabilities? If "yes", describe the trigger below.

    a. Voluntary Separations (PWD)   Yes   No X

    b. Involuntary Separations (PWD)   Yes   No X

N/A

3. Using the inclusion rate as the benchmark, did the percentage of <u>PWTD</u> among voluntary and involuntary separations exceed that of persons without targeted disabilities? If "yes", describe the trigger below.

    a. Voluntary Separations (PWTD)   Yes   No X

    b. Involuntary Separations (PWTD)   Yes   No X

N/A

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using exit interview results and other data sources.

N/A

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 C.F.R. § 1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under Section 508 of the Rehabilitation Act, including a description of how to file a complaint.

> **The web address for the MDA Public Website is https://www.mda.mil/. Additionally, there is a link to an MDA mailbox that is monitored and managed by MDA personnel. The site contains the required Accessibility/Section 508 link, http://dodcio.defense.gov/DoDSection508/Std_Stmt.aspx, which serves as the Section 508 Notice to MDA Public Website Users. The site contains a link to the DoD Section 508 Issues, Complaints and Concerns Form, which can be completed by any site user to register a disability-related issue or concern.**

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act, including a description of how to file a complaint.

> **MDA has the "Architectural Barriers Act" policy located on our public website, which can be found at: https://mko.mda.mil/sites/ds/sgs/directives/MDA%20Directives/Facility%20Management.pdf. This instruction establishes policy and assigns roles and responsibilities for MDA facility management, including services supporting the MDA workforces. The policy covers various areas and activities, such as: Facility Designs, Facility Management, MDA Space Management, Space Allocation and Utilization, Reasonable Accommodation and etc.**

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

> **The Office of the Chief Information Officer (IC) and the Equal Opportunity and Diversity Management Office (EO) take a collaborative approach to improve accessibility for agency technology through its policies, programs and practices by effectively and efficiently providing electronic information technology (EIT) equipment and services to its disabled employee community. Existing measures include: special emphasis for the Reasonable Accommodations Program by displaying information about the services and support on digital kiosks, which are located in high-traffic areas throughout the Agency; high-visibility placement of the 508 web icon on the Unclassified Missile Defense Agency Knowledge Online (UMKO), which is the Agency's enterprise tool for information sharing and collaboration; and the utilization of high-profile banners that educate, inform and announce upcoming employee training for the Reasonable Accommodations Program on the UMKO. Ongoing measures include continued enhancements to the Reasonable**

Accommodations service offering listed in the Agency's IT Service Catalog, which includes an existing automated workflow that manages the request, approval, fulfillment and delivery of EIT equipment. Based on metrics and trend analysis, the request process and workflow for the service offering will be enhanced to further streamline the Reasonable Accommodations lifecycle. These measures will ensure a team approach to implementing solutions that further strengthen the Agency's ability to quickly respond to the needs of its disabled employee community and comply with federal laws and regulations related to Section 508.

The Occupant Emergency Plan (OEP) provides MDA the means to reduce risk to personnel, property, and other assets while minimizing work disruption in the event of an emergency. The OEP can also be referred to as the Emergency Action Plan (EAP). All personnel assigned to MDA buildings or facilities are an integral part of this plan. An emergency may involve fires, bomb threats, explosions, hazardous materials (HAZMAT), demonstrations, civil disturbances, hostage situations, floods, hurricanes, winter storms, tornadoes, power failures, or earthquakes as well as other natural and human caused disasters. There are many means of communication to PWD within the agency. They are as follows:

Emergency Communications: Fire alarms with audible and visual strobes, should phone lines become inoperable, the Occupant Emergency Coordinator (OEC) will use available employees as messengers to maintain communications, emergency E-Alerts will pop-up, email, or security personnel will be dispatched to make announcements.

Occupant Emergency Organization (OEO): OEO's will be selected from organizations assigned throughout the facility and are critical to the successful implementation of the OEP. OEO will be used to support the evacuation process and area of refuge procedures.

Training: Familiarizes OEO personnel with their roles and responsibilities in support of the OEP; testing to ensure that alarms, signals, and other methods of communication are in working order; evacuation drills to test procedures assist the monitors in becoming familiar with their duties and give occupants an opportunity to experience how an evacuation will transpire.

C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 C.F.R. § 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpreting services.)

> **During FY18, the agency processed reasonable accommodation requests on an average of 40 days, as compared to the time frame of 30 business days in its reasonable accommodation operating procedures. Delays can be attributed in most instances to the agency's ability to secure adequate medical documentation as well as coordination of process stakeholders to ensure sound decisions are made that consider the best interest of the employee as well as the agency.**

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring accommodation requests for trends.

> **The MDA has effective reasonable accommodation policies and procedures in place. However, the practice of rendering a final decision for the requests often surpassed the published time frame (30 business days) in the agency's procedures. The agency experienced processing and administrative delays primarily due unavailability of equipment and the nature/complexity of the requests.**

D. PERSONAL ASSISTANCE SERVICES ALLOWING EMPLOYEES TO PARTICIPATE IN THE WORKPLACE

Pursuant to 29 C.F.R. § 1614.203(d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services (PAS) to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests for PAS, timely providing approved services, conducting training for managers and supervisors, and monitoring PAS requests for trends.

> **The agency has developed meaningful and comprehensive procedures to implement the newly established PAS requirements. In addition to these procedures, the agency will routinely conduct training for employees, managers, and supervisors to ensure the workforce is educated on the procedures for requesting and processing PAS requests. A copy of the MDA PAS Procedures are attached to this report in "Supporting Documentation."**

Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the government-wide average?

   Yes   No **X**   N/A

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

   Yes   No **X**   N/A

3. If the agency had one or more findings of discrimination alleging harassment based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

> **The agency did not have any findings of discrimination alleging harassment during the reporting period.**

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

   Yes   No **X**   N/A

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

   Yes   No **X**   N/A

3. If the agency had one or more findings of discrimination involving the failure to provide a reasonable accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

> **The agency did not have any findings of discrimination alleging failure to provide a reasonable accommodation during the reporting period.**

Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

<div align="center">

Yes 0   No **X**

</div>

2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?

<div align="center">

Yes 0   No 0   N/A **X**

</div>

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

Trigger 1	People with Targeted Disabilities represent 1.71% of MDA's total permanent workforce. This is lower than its Department of Defense (DoD) Benchmark of 2.0%, however it is a marked improvement over the previous FY when the participation rate stood at 0.80%. Executive Order 13548 compels federal agencies to increase employment of people with disabilities and to do so by increasing its use of Schedule A excepted service hiring authority.			
Barrier(s)				
Objective(s)	Meet or exceed the DoD 2% representation Goal for People with Disabilities			
Responsible Official(s)		Performance Standards Address the Plan? (Yes or No)		
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	• 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.			
FY 2018	Accomplishments			
	As a direct result of MDA's resurveying efforts throughout FY 2018, MDA's participation rate for People with Targeted Disabilities increased from 1.47% in FY 2017 to 1.71% in FY 2018. This was a net change of .24% from the previous FY. MDA also saw an increase in the number of people with disabilities from 391 (15.96%) to 395 (16.11%) in FY 2018. This is a net change of 1.15% from the previous FY. Although slight, the agency continues to show progress towards increasing representation for PWDs and PTWDs. The Missile Defense Agency submitted a nomination for a PTWD to receive the Secretary of Defense Award at the 38th Annual Disability Awards Ceremony for exemplary performance of duty in support of the DoD and MDA missions. MDA continues to participate in job fairs designed to increase the employment rate for PWDs and PTWDs. MDA participated in the Alabama Governor's Job Fair for People with Disabilities which is designed to bridge the gap between employers and the disability community. The agency's participation in the state-wide event served as an opportunity maintain and establish professional relationships and discuss potential job and/or internship opportunities with the job fair attendees. MDA continues to maintain, sustain, and strengthen relationships with federal, state and other agencies to share information, resources and best practices concerning the needs of the disability community. The MDA Disability Program Manager was invited and functions as a viable member on the Alabama's Governor People with Disabilities committee. The committee's primary goals are focused on educating the public about the benefits of hiring people with disabilities and promoting greater independence for people with disabilities. The committee's agenda consists of discussions surrounding accessibility in employment, housing, transportation; ADA; rehabilitation services, affiliation with national disability organizations.			

The MDA Disability Program Office continues to partner 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.

4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

N/A

5. For the planned activities that were completed, please describe the actual impact of those activities toward eliminating the barrier(s).

MDA secured a contract with a DoD contractor to provide Personal Assistance Services (PAS) to employees with targeted disabilities requiring assistance with daily living activities. These services assist the employee with continued success of accomplishing the essential functions of their position. MDA participated in a state sponsored job fair designed to offer employment opportunities for people with disabilities and targeted disabilities.

6. If the planned activities did not correct the trigger(s) and/or barrier(s), please describe how the agency intends to improve the plan for the next fiscal year.

The planned activities did not correct the trigger but it improved it (1.47% in FY 2017 to 1.71% in FY 2018). MDA will continue and expand planned activities where necessary and seek meaningful ways in which to develop additional viable activities that have a direct and positive impact on the overall objective.

Career Development –

All MDA Federal civilian employees in acquisition-coded positions are required to participate in Acquisition training and to secure DAWIA certifications.

MDA provides to its civilian employees, including MDCDP employees, tuition assistance. The selected schools must be accredited by a nationally recognized accrediting organization to provide a curriculum of post-secondary education for the selected degree.   MDA also sponsors an MDA Scholarship Program (MSP) in which employees can receive funds for long-term, full-time (LTFT) training through the MSP for MDA Federal civilian employees to pursue masters and doctorate degrees directly related to MDA mission requirements.

MDA civilians and military personnel will have the opportunity for face-to-face mentoring sessions with MDA Flag Officers and Senior Executive Leadership. Through its agency-wide sponsored Executive Mentorship Program.

MDA participates in the annual Department of Defense Leadership Development Programs and the White House Leadership Development Programs (WHLDP). Specifically, the WHLDP is sponsored by the Executive Office of the President and provides a unique growth opportunity focused on developing high potential General Schedule (GS-15) and equivalents into the next generation of senior career executives. The Defense Senior Leader Development Program provides structured learning opportunities that enable the deliberate development of a diverse cadre of senior civilian leaders with Enterprise-wide perspective and competencies needed to lead organizations, programs, and people in order to achieve results in the joint, interagency, and multi-national environments. The Executive Leadership Development Program (GS-12 – GS-14 equivalents) develops leaders who have an understanding and appreciation of the global missions of the DoD, the complexities and challenges that our warfighters face carrying out those missions, and to afford, through hands-on immersion training, opportunities for experiential learning that enhance the capabilities required to support and lead a military and civilian expeditionary workforce. The Defense Civilian Emerging Leaders Program (GS-7 – GS-12 Equivalent) recruits and develops the next generation of innovative leaders who possess the technical and leadership competencies to meet the future leadership imperatives of the Defense Department.

Career Development Opportunities –

All MDA Federal civilian employees in acquisition-coded positions are required to participate in Acquisition training and to secure DAWIA certifications.

MDA provides to its civilian employees, including MDCDP employees, tuition assistance. The selected schools must be accredited by a nationally recognized accrediting organization to provide a curriculum of post-secondary education for the selected degree.   MDA also sponsors an MDA Scholarship Program (MSP) in which employees can receive funds for long-term, full-time (LTFT) training through the MSP for MDA Federal civilian employees to pursue masters and doctorate degrees directly related to MDA mission requirements.

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development of a diverse cadre of senior civilian leaders with Enterprise-wide perspective and competencies needed to lead organizations, programs, and people in order to achieve results in the joint, interagency, and multi-national environments.   The Executive Leadership Development Program (GS-12 – GS-14 equivalents) develops leaders who have an understanding and appreciation of the global missions of the DoD, the complexities and challenges that our warfighters face carrying out those missions, and to afford, through hands-on immersion training, opportunities for experiential learning that enhance the capabilities required to support and lead a military and civilian expeditionary workforce. The Defense Civilian Emerging Leaders Program (GS-7 – GS-12 Equivalent) recruits and develops the next generation of innovative leaders who possess the technical and leadership competencies to meet the future leadership imperatives of the Defense Department.