

DOD Missile Defense Agency

For period covering October 1, 2018 to September 30, 2019

<b>PART A</b> Department or Agency Identifying Information	<b>1. Agency</b>	1. DOD Missile Defense Agency		
	<b>1.a</b> 2nd level reporting component			
	<b>2. Address</b>	2. 5700 18th St., Bldg 245		
	<b>3. City, State, Zip Code</b>	3. Fort Belvior, VA 22060		
	<b>4. Agency Code</b>   <b>5. FIPS code(s)</b>	<b>4. DD27</b>	<b>5. 01087</b>	

<b>PART B</b> Total Employment	<b>1. Enter total number of permanent full-time and part-time employees</b>	<b>1. 2574</b>
	<b>2. Enter total number of temporary employees</b>	<b>2. 1</b>
	<b>3. TOTAL EMPLOYMENT [add lines B 1 through 2]</b>	<b>4. 2575</b>

<b>PART C</b>	<b>Title Type</b>	<b>Name</b>	<b>Title</b>
Agency Official(s) Responsible For Oversight of EEO Program(s)	Head of Agency	Jon A. Hill	Director
	Head of Agency Designee	Laura M. DeSimone	Executive Director (Acting)
	Principal EEO Director/Official	Rachel D. Inabinett	Director (Acting), Equal Opportunity and Diversity Management
	Affirmative Employment Program Manager	Kelly T. Whatley	Affirmative Employment Manager
	Complaint Processing Program Manager	Rachel Inabinett	Complaints Manager
	Diversity & Inclusion Officer	Rachel Inabinett	Director (Acting), Equal Opportunity and Diversity Management
	Hispanic Program Manager (SEPM)	Kelly T. Whatley	Affirmative Employment Manager
	Women's Program Manager (SEPM)	Kelly T. Whatley	Affirmative Employment Manager
	Disability Program Manager (SEPM)	William S. Hayes	Disability Program Manager
	Special Placement Program Coordinator (Individuals with Disabilities)	Katherine Stowe	Human Resources Specialist
	Reasonable Accommodation Program Manager	William S. Hayes	Disability Program Manager
	Anti-Harassment Program Manager	Donna Davis	Director, Human Resources
Principal MD-715 Preparer	Kelly T. Whatley	Affirmative Employment Manager	

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<b>PART D</b> List of Subordinate Components Covered in This Report	<b>Subordinate Component and Location (City/State)</b>	<b>Country</b>	<b>Agency Code</b>
	DOD Missile Defense Agency Huntsville, AL	United States	DD27
	DOD Missile Defense Agency Colorado Springs, CO	United States	DD27
	DOD Missile Defense Agency Fort Greely, AK	United States	DD27
	DOD Missile Defense Agency Dahlgren, VA	United States	DD27

<b>EEOC FORMS and Documents</b>	<b>Required</b>	<b>Uploaded</b>	
EEO Policy Statement	Y	Y	
Personal Assistance Services Procedures	Y	Y	
Reasonable Accommodation Procedure	Y	Y	
Alternative Dispute Resolution Procedures	Y	Y	
Anti-Harassment Policy and Procedures	Y	Y	
Agency Strategic Plan	Y	Y	
Organization Chart	Y	Y	
Diversity Policy Statement	N	Y	
Federal Equal Opportunity Recruitment Program (FEORP) Report	N	N	
Human Capital Strategic Plan	N	N	
Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey	N	N	
EEO Strategic Plan	N	N	
Disabled Veterans Affirmative Action Program (DVAAP) Report	N	N	

**EXECUTIVE SUMMARY: MISSION**

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.

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

MDA's top strategic organization goal remains to foster a supportive environment for a diverse and professional workforce. MDA Equal Opportunity and Diversity Management Office's (EO) primary goal 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. The EO Office retained its full-time staff of three federal employees and three contract support employees. The EO Office maintains a highly trained and skilled staff, which provided the foundational support for the agency as it moves towards model EEO status.

Inherent in the MDA's stated goals from senior leadership, is a commitment to a zero tolerance policy regarding unlawful employment discrimination. This is the basis upon which the EO Office ensures that MDA employees have a workplace in which they are motivated to perform at their highest level, and are respected and valued for their contributions. This commitment extends to equality of opportunity in all aspects of employment, including, but not limited to recruitment, hiring, career development, advancement, discipline, and retention. It also requires identification and elimination of barriers that disadvantage or exclude any group.

**REVIEW AND HIGHLIGHTS OF MDA EO PROGRAM BY THE SIX ESSENTIAL ELEMENTS OF A MODEL EEO PROGRAM**

To guide agencies toward attaining and maintaining a Model EEO Program, the Equal Employment Opportunity Commission established six essential elements in MD-715, as required under Title VII of the Civil Rights Act, as amended, and the Rehabilitation Act, as amended. The essential elements are: demonstrated commitment from agency leadership; integration of EEO into the agency's strategic mission; management and program accountability; proactive prevention of unlawful discrimination; efficiency; and responsiveness and legal compliance. These essential elements provide the framework to achieve the ultimate goal of a discrimination-free work environment, characterized by an atmosphere of inclusion and free and open communication for employment opportunities.

The MDA Fiscal Year 2019 Annual EEO Assessment/Program Status Report identifies both accomplishments and planned actions to eliminate deficiencies and identified barriers, addressed in Parts G, H, and I. Highlights of our accomplishments, in implementing the MD-715 essential elements are discussed below.

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EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

**ESSENTIAL ELEMENT A**

**Demonstrated Commitment from Agency Leadership**

**MDA is in 100% compliance for Element A**

The MDA Director demonstrated leadership in reaffirming the MDA's longstanding commitment to equal employment opportunity by including the EO Director in the agency's weekly Senior Staff meetings. The EO Director's participation reinforces the fact that EEO principles, and a fair and impartial workplace, is valued agency-wide. The clear and unambiguous support of the MDA Director, Executive Director and senior management officials resulted in the continuation of unwavering support between the agency head and the EO Office.

The MDA Director has been intentional with regard to linking the dual strategic mission to develop and deploy a layered BMD System to defend the United States and promote competition with the stated goal of ensuring that the agency remains committed to equal employment opportunity, and diversity and inclusion. The EO Office has received unabashed support from the Director, which has further strengthened the office and enhanced its relationships across the entire organization.

In order to ensure efficient operations, the MDA Executive Director, EO and HR regularly collaborated with the Diversity, Wellness and Morale Advisory Council (DWMAC) to address concerns involving targeted outreach and recruitment, retention, workplace inclusion, and other relevant topics. Best practices and strategies were discussed with regard to impacting positively the workplace environment and diversifying the workforce. As a result, the DWMAC increased its visibility, both as a partner and as a change agent.

Additionally, MDA leadership continues to demonstrate a firm commitment to equality of opportunity for all employees and applicants. 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 85 - Disability Employment. Each year, required policy memoranda are updated, issued, and disseminated to all MDA employees. These policies are vigorously enforced by agency leadership and management.

EO ensured the delivery of training to the agency's domestic and international locations remained a critical component of the leadership's commitment to inform the workplace of their rights and responsibilities. The Notification and Federal Employee Anti-Discrimination and Retaliation Act (No FEAR) Training is conducted throughout the year. The No FEAR training addresses prohibiting discrimination and retaliation in the federal workplace. At the end of FY 2019, approximately 82% of 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 within 30 days of their Enter on Duty (EOD) date. EO also provides quarterly Supervisory Supplemental Training and monthly New Employee Orientation training.

**ESSENTIAL ELEMENT B**

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

**MDA is in 100% compliance for Element B**

As a result of the MDA reporting structure, the EO Director enjoyed direct and regular access to the MDA senior leadership on policy and operational issues and trends. The EO Director worked closely and frequently with the

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MDA Director to advance the principles of equal opportunity and ensured that policies and procedures were current and workplace policies, practices, procedures and conditions that were identified as barriers to equal opportunity were addressed. The EO Director provided regular updates to the Director and Executive Director regarding activities and accomplishments of the office.

EO is an integral strategic partner within the MDA leadership structure. The EO Director meets regularly with the agency 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 guidance in regards to supervisor/management officials of their EEO roles and responsibilities. She meets biweekly with the MDA Executive Director (Senior SES civilian and number two 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, Executive Director, and all program directors and managers during the BMDS Update and Senior Leader Sit-Down. During these meetings 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, 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 Center (VIPIC) 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 is in 100% compliance for Element C**

The EO Office presented several training programs for employees, supervisors and managers. During these training sessions, the EO Office communicated rights and responsibilities pursuant to the Federal civil rights laws and the MDA's internal policies that implement these laws. The EO Office discussed various scenarios that occur in the workplace and engaged in dialogue with the participants regarding how to respond in a manner that does not conflict with EEO laws.

MDA continued to include EEO as a critical element in the performance plans of supervisors and managers. The necessity of managing diversity and fostering inclusion in the workplace are skills that have received increased attention during required training for new and experienced management officials.

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EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

In consultation with General Counsel and Human Resources, EO ensured the anti-harassment program documents meet the criteria established in EEOC's federal-sector anti-harassment enforcement guidance. On paper and in practice, MDA has established a firewall between the anti-harassment program and the EO Director. Under these procedures, MDA's Management and Employee Relations oversees the Agency's anti-harassment program. This structure maintains EO's independence from the decision-making process on harassment complaints lodged under the agency's policy, thus eliminating the potential for any conflict of interest that would arise if the complaint were to also file EEO complaint involving the same or similar acts of alleged harassment. This structure also allows MDA management to prevent harassing conduct before it escalates, to hold employees accountable in real-time for harassment, and to intervene promptly to prevent possible retaliation. At the same time, MDA refers all allegations of harassment received to EO, as required by EEOC.

HR provided EO with demographic workforce data, applicant flow data, and information on fiscal year recruitment/selections/promotions/compensation rates/awards/training and development programs needed to complete the annual MD-715 Report and similar annual reports.

MDA has a detailed policy for taking disciplinary action against MDA employees for conduct that is inconsistent with Federal anti-discrimination laws. Disciplinary measures are included for whistleblower protection laws and for conduct that constitutes prohibited personnel practices. Measures are also in place for inappropriate conduct revealed in agency investigations of alleged violations of laws.

The agency's complaints process safeguards employee civil rights and provide, if necessary, appropriate relief for statutory violations. During the reporting period, no employees received formal disciplinary action as defined in 5 C.F.R. § 724.102 in connection with cases pending or resolved in U.S. district court or for violating agency policies related to conduct that is inconsistent with Federal antidiscrimination and whistleblower protection laws. MDA had no findings of unlawful discrimination in FY 2019.

The agency plans to strengthen its Disability Program by conducting training on the Schedule A Hiring Authority.

The agency conducts regular internal audits of its components where relevant to assess whether program deficiencies exists and the effectiveness of their efforts to remove barriers. The agency has mechanisms in place such as the Annual Statement, Manager's Internal Control Program (MICP) and the Internal Review (IR) Audit.

- The Annual Statement required under the Federal Managers' Financial Integrity Act, the EO Director recognizes that EO is responsible for managing risks and maintaining effective internal controls to meet the objectives of the Federal Managers' Financial Integrity Act (FMFIA).
- The Manager's Internal Control Program (MICP), internal controls are in place to ensure what is intended gets done and prevent what is unintended from occurring. In addition, internal controls help to prevent potential fraud, waste, abuse, or mismanagement of resources. Use this form to report on risks and controls related to this organization's mission. "Management is responsible for evaluating whether a system of internal control reduces the risk of not achieving the entity's objectives related to operations, reporting, or compliance to an acceptable level. Managers must continuously monitor, assess, and improve the effectiveness of internal control associated with those internal control objectives identified as part of their risk profile. This continuous monitoring, and other periodic evaluations provide the basis for the Agency Head's annual assessment and report on internal control as required" by the Federal Managers' Financial Integrity Act." (OMB Circular No. A-123 2016, Assessing Internal Control).

EXECUTIVE SUMMARY: ESSENTIAL ELEMENT A-F

Internal Review (IR) Audit serves as the Missile Defense Agency (MDA's) independent and objective office committed to supporting the Agency in achieving its Ballistic Missile Defense Systems mission. The staff provides support to MDA in three key areas: Audits, Hotlines, and External Audit/Investigation Liaison Activities.

The component and field offices make reasonable efforts to comply with the recommendations of the field audit. MDA EO office was closed to conduct a thorough Risk Assessment. This Risk consisted of five major events. They are as follows: Primary Functions; Objectives – What are our the operational, reporting, and compliance objectives of the our organization; Processes - Our key activities; Process Gaps – What type processes are in place to improve or bridge gaps in the EO office processes; Audits and Reviews - What self-check measures are in place to measure our issues, concerns or weaknesses.

The agency has established procedures to prevent all forms of EEO discrimination. Consistent with EEOC guidance, MDA has developed a comprehensive anti-harassment policy to prevent and address harassment on all protected bases. MDA EO office established a separate procedure outside of the EEO complaint process. MDA established guidance on “Procedures for Preventing and Eliminating Harassing, Hazing, and Bullying Conduct” in the work place. Employees are encouraged to report any type of harassing, hazing and bullying conduct even when they are not directly involved. Employees are to notify appropriate officials of any harassing activity in order to promptly correct the behavior.

A firewall has been established and does exist between the EEO Director and the Anti-Harassment Coordinator to avoid a conflict of interest. The Anti-Harassment Coordinator is located in the Human Resources office (HR). MDA encourages any employee who knows of harassing, hostile or abusive conduct directed at others to report the matter to the supervisor of the offending employee, another supervisor or management official, or to HR office. These procedures are distributed at all counseling session and at new employee orientations.

The Agency has effective reasonable accommodation procedures that comply with EEOC regulations, enforcement guidance, and other applicable executive orders, guidance, and standards. The procedures describe the duties and processes to accommodate a reasonable accommodation request. Through this process the Disability Program Manager identifies the maximum amount of time to process the requests and ensure the requests are processed in a timely manner. MDA ensures that new job applicants can request and receive accommodations during the application and placement processes and EO Director has established a firewall between the EEO Director and the Reasonable Accommodation Program Manager so to avoid a conflict of interest. If the reasonable accommodation program resides within the EEO office, the firewall is a procedure preventing the EEO Director from involvement in the day-to-day functions of the reasonable accommodation program. The Disability Program Manager was reassigned to the HR office to ensure the firewall was in place. In accordance with EEOC guidance, the Disability Program Manager created the Personal Assistance Service (PAS) document as a stand-alone document. PAS procedures are posted on MDA's external website.

Policy Memorandum 11 (Equal Employment Opportunity) is MDA guidance for both civilian and military leaders in a to achieve a workplace free of discrimination. The leaders are the first line of defense to the agency meets its obligation prevent and eliminate discrimination and harassment. They are charged with ensuring their organizations establish and maintain healthy work environment and hold subordinate supervisors accountable to this policy. MDA leadership must swiftly and appropriately to address issues that may arise. Leaders will address issues to manage conflict, improve work morale and productivity. The policy also reinforces to supervisors and managers that they are prohibited from retaliating against employees who report allegations of discrimination. All leaders that retaliate against employees will be subject disciplinary action.

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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 2019 civilian workforce data were conducted to assess program effectiveness and ascertain MDA's efforts to prevent and remove employment barriers.

MDA had no findings of discrimination during the FY 2019 reporting period.

**ESSENTIAL ELEMENT D**

**Proactive Prevention of Unlawful Discrimination**

**MDA is in 100% compliance for Element D**

The EO Office continued to look for new and innovative ways to address and correct inappropriate conduct before it rose to an actionable level. The EO staff devoted an extensive amount of time to building and maintaining relations with the agency's management officials. In the short term, this effort resulted in continuous dialogue between the EO Office and management, which reduced disputes in the workplace and increased the likelihood of resolution of conflicts when they arose. Similarly, it allowed the EO Office to present itself as a proactive resource for employees, and not only as the entity that has processed discrimination complaints.

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 2019 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**

**MDA is in 100% compliance for Element E**

MDA had no findings of discrimination during the FY 2019 reporting period. An analysis of MDA's complaint activity revealed a 26.7% decrease in formal complaints filed from FY 2018 (15 complaints filed) to FY 2019 (11 complaints filed). Of the 11 cases filed in FY 2019, five were dismissed and one Complainant withdrew constituting a 20% increase in the number of closures over FY 2019. The top three bases were sex, reprisal, and disability. The top three issues were non-sexual harassment, disciplinary actions, and evaluation/appraisal. At the end of FY 2019, one complaint was pending a final agency decision (FAD), nine pending a hearing before an EEOC Administrative Judge, three pending a formal investigation, and two pending accept/dismissal determination. The 26.7% decrease in the number of complaints filed from FY 2018 (15) to FY 2019 (11) as described above is notable. The 11 formal complaints comprise of less than one percent (.43%) of the total civilian workforce 2,575. This percentage remains statistically insufficient to establish any causal relationship or to glean a discernible pattern from the filings. A review of complaints filed indicate there is no correlation or trend related to which organization /directorate or the management official named.

EO will continue to monitor for patterns and trends in the filings as well as continue exploring creative and effective ways to mutually resolve complaints at the lowest possible level.

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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, bases and individuals involved in the complaint. This continual monitoring and tracking of complaint activity ensures compliance and avoids any unnecessary delays in processing.

**ESSENTIAL ELEMENT F**

**Responsiveness and Legal Compliance**

**MDA is in 100% compliance for Element F**

The EO, HR and GC Offices continue to share responsibility for responsiveness and legal compliance in the area of EEO. Historically, these three offices have combined their efforts to ensure that MDA remains in full compliance with all Federal civil rights laws, and EEOC regulations, management directives, policy guidance, and other written instructions.

The EO Office kept track of all EEO matters to ensure timely processing and an efficient process. Mechanisms were put in place to ensure that complainants and responsible management officials were made aware of their responsibilities and obligations, and knew the various steps of the administrative process.

Although the agency's Anti-Harassment Policy and Procedures remained under the Office of Management and Employee Relations' purview, employees who believed they had been subjected to harassment or a hostile work environment initiated the process in MER. Within 10 days of initiating the process, an inquiry was started and an Inquiry Officer was assigned. Once conducted, a report was issued to the HR and GC. The employee was provided an oral summary of the findings.

**Model EEO Employer**

In light of the forgoing, MDA appreciates the opportunity to present this MD-715 EEO Plan to guide our efforts in achieving model EEO employer status in the future. In FY 2019, MDA will continue to identify areas that need strengthening and strive to remove even more barriers to equality of opportunity. In particular, the EO and HR offices anticipate an agency-wide effort of deploying new strategies to increase the population rate of individuals with targeted disabilities and seeks to prevent proactive unlawful employment discrimination, and promote diversity and inclusion.

EXECUTIVE SUMMARY: WORKFORCE ANALYSES

## WORKFORCE ANALYSIS

### INTRODUCTION

This workforce analysis section provides an overview of the total MDA employment. Analyzed separately are the Senior Executive Service, GS-15, GS-14 and GS-13 equivalent workforce. *(Note: This workforce analysis data is comprised of the voluntary responses of persons who self-reported demographic information.)*

The Equal Employment Opportunity Commission (EEOC) requires comparing the profiles of the race/ethnic/gender groups in these categories against the profile for the Civilian Labor Force (CLF) which serves as the benchmark. The MDA workforce data are viewed in light of the CLF for grade distribution, promotions, recognition and awards, and separations. This measure is based on EEOC's assumption that the distribution of racial minorities and women at various grade levels, or with regards to promotions, recognition and awards, and separations should approximate their same percentage as represented in the CLF.

### CHANGES IN THE WORKFORCE

#### Total Workforce – Table A1

The total MDA workforce increased by 5.02% from 2452 to 2575 at the close of FY 2019. A review of the total workforce shows:

Men's representation in total employment decreased from 66.56% to 65.24% which is above their national CLF of 51.84%. Women's representation in total employment increased from 33.44% to 34.76%, which is below their national CLF of 48.16%.

Hispanic males' representation in total employment increased from 3.06% to 3.15%, which is below their national CLF of 5.17%. females' representation in total employment increased from 1.14% to 1.20% which is below their national CLF of 4.79%.

White males' representation in total employment decreased from 53.43% to 52.39%, which is above their national CLF of 38.33%. females' representation in total employment increased from 23.41% to 24.23% which is above their national CLF of 34.03%.

Black males' representation in total employment decreased from 6.85% to 6.64%, which is above their national CLF of 5.49%. females' representation in total employment increased from 6.81% to 7.38% which is above their national CLF of 6.53%.

Asian males' representation in total employment decreased from 1.67% to 1.63%, which is below their national CLF of 1.97%. females' representation in total employment decreased from 1.35% to 1.28% which is below their national CLF of 1.93%.

Native Hawaiian males' representation in total employment increased from 0.16% to 0.23%, which is above their national CLF of 0.07%.

American Indian males' representation in total employment decreased from 0.98% to 0.82%, which is above their national CLF of 0.55%. American Indian females' representation in total employment decreased from 0.49% to

**EXECUTIVE SUMMARY: WORKFORCE ANALYSES**

0.47% which is below their national CLF of 0.53%.

Two or more races males' representation in total employment decreased from 0.41% to 0.39%, which is above their national CLF of 0.26%. Two or more races females' representation in total employment decreased from 0.12% to 0.08% which is below their national CLF of 0.28%.

**Total Workforce: FY 2019**

The total employment representation of White males; Black males and females; Native Hawaiian males and females; American Indian males; and two or more races males exceed their percentage in the national CLF. By contrast, total employment representation of Hispanic males and females; White females, Asian males and females; American Indian females and two or more races females fall below their percentage in the national CLF.

The MDA civilian workforce had a significant net change of 5.02% which represents a difference of 123 employees from 2452 in FY 2018 to 2575 in FY 2019. FY 2019 total of 2575 represents 2574 permanent employees and 1 temporary employee. This change represents a total of 48 men and 75 women.

The net change of 5.02% from FY 2018 to FY 2019 is as follows:

- Total males, experienced a 2.94% change from 1632 to 1680. A difference of 48 and a ratio change of -1.32%
- Total females, experienced a 9.15% change from 820 to 895. A difference of 75 and a ratio change of 1.32%
- Hispanic males, experienced an 8.00% change from 75 to 81. A difference of 6 and a ratio change of 0.09%
- Hispanic females, experienced a 10.71% change from 28 to 31. A difference of 3 and a ratio change of 0.06%
- White males, experienced a 2.98% change from 1310 to 1349. A difference of 39 and a ratio change of -1.04%
- White females, experienced an 8.71% change from 574 to 624. A difference of 50 and a ratio change of 0.82%
- Black males experienced a 1.79% change from 168 to 171. A difference of 3 and a ratio change of -0.21%
- Black females experienced a 13.77% change from 167 to 190. A difference of 23 and a ratio change of 0.57%
- Asian males experienced a 2.44% change from 41 to 42. A difference of 1 and a ratio change of -0.04%
- Native Hawaiian males experienced 50% change from 4 to 6. A difference of 2 and a ratio change of 0.07%
- American Indian males experienced a -12.50% change from 24 to 21. A difference of -3 and a ratio change of -0.16%
- Two or more races females experienced a 33.33% change from 3 to 2. A difference of -1 and a ratio change of -0.04%

**TABLES A3/A4 – OCCUPATIONAL CATEGORY**

MDA's civilian workforce is comprised of several different pay plans to include Senior Executive Service (SES), Senior Technical (ST) (SES Equivalent), Acquisition Demonstration (AcqDemo), GG (Intelligence), and General Schedule (GS). The representation is as follows:

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- SES	=	18	(0.70%)
- ST	=	3	(0.12%)
- AcqDemo	=	2323	(90.2%)
- GG	=	38	(1.48%)
- GS	=	192	(7.46%)

**TABLE A4 – GRADE/PAY LEVELS**

MDA’s civilian workforce is comprised of several different pay plans to include Senior Executive Service (SES), Senior Technical (ST) (SES Equivalent), Acquisition Demonstration (AcqDemo), GG (Intelligence), and General Schedule (GS). The representation is as follows:

- SES	=	18	(0.70%)
- ST	=	3	(0.12%)
- AcqDemo	=	2323	(90.2%)
- GG	=	38	(1.48%)

**TABLE A4 – GRADE/PAY LEVELS**

**Executive/Senior Level (NH-IV or GS/GG-14 and 15 Equiv, SES, ST) - 1,442**

This group makes up 1,858 of 2,574 (72.18%) of the total permanent civilian workforce. The representation of women in the Exec/Senior Pay Level is 416 of 1,858 (22.39%). The percentage of women in the MDA total workforce is 895 (34.77%).

**Mid-Level (NH-III or GS-12/13 Equiv) - 887**

This group makes up 887 of 2574 (34.46%) of the total civilian workforce; Women = 365 of 887 (41.15%) of Mid-Level positions and 33.46% overall civilian workforce.

**First Level (NH-II or GS-11 & below and AcqDemo equiv) – 245** This group makes up 245 of 2574 (9.52%) of the total civilian workforce; Women = 114 of 245 (46.53%) of First-Level positions and 9.52% overall civilian workforce.

**TABLE A6 – MISSION CRITICAL OCCUPATIONS**

During FY 2018 and FY 2019, the Missile Defense Agency re-designed its Mission Critical Occupations (MCOs) to more accurately align with the Agency’s strategic mission. As a result, we have identified six occupational categories as mission critical occupations (MCO) below. A careful analysis of the workforce representation for MDA’s MCOs are critically important because the potential for career advancement to senior and executive level positions is greatest in the occupational series that are determined to be most critical to MDA’s BMDS mission.

Management Program Analysis (0343); Budget Analysis (0560); General Engineering (0801); Contracting (1102); Operations Research Analyst (1515); and Information Technology Management (2210).

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## EXECUTIVE SUMMARY: WORKFORCE ANALYSES

**Series 0343 – Management Program Analysis.** The 0343 occupational series made up 12.86% (331) of MDA’s total civilian workforce at the end of FY 2019. The participation rate for women overall in this series was 38.97% (129) compared to the CLF benchmark of 41.60%. The participation rate for White women was 28.40% (94) compared to the CLF’s 32.70%, Hispanic men was 2.42% (8) compared to the CLF’s 2.50% and Hispanic women were 1.21% (4) compared to the CLF’s 2.10%. Asian men and women also fell below their representative benchmark with 1.51% (5) and 0.91% (3), compared to the CLF’s 3.20% and 2.30%, respectively. On the other hand, the participation rates for Black men 4.83% (16), Black women 7.55% (25), Native Hawaiian or Other Pacific Islander men 0.30% (1) and women 0.30% (1), and Two or more races men 0.30% (1).

**Series 0560 – Budget Analysis.** The 0560 occupational series comprised 5.98% (154) of MDA’s total civilian workforce at the end of FY 2019. Women overall fell slightly below the CLF with 59.09% (91) participation compared to the CLF’s 63.60%. There were 0.00% (0) Hispanic men and 1.30% (2) Hispanic woman represented in this job series. This compares to the CLF’s 2.10% for Hispanic men and 4.60% for Hispanic women. White women’s representation of 40.26% (62) also fell slightly below the CLF’s 41.20%. The participation rate of Black men 3.90% (6) falls short of the CLF’s 4.10%; however Black women’s representation of 14.94% (23) was a sizeable margin over the CLF’s 11.30% for this job series. Asian men 0.65% (1) and Asian women 2.60% (4) experienced significantly lower participation rates than the CLF’s 2.10% and 4.50% respectively. American Indians and Alaska Natives men 0.65% (1) experienced significantly lower participation rates than the CLF’s 4.50% and American Indians and Alaska Natives women 0.00% (0) experienced significantly lower participation rates than the CLF’s 2.10% respectively. Two or more races men 0.65% (1) experienced significantly lower participation rates than the CLF’s 0.80%. There were no Native Hawaiian or Other Pacific Islanders in this occupational series in FY 2019.

**Series 0801- Engineering.** The 0801 occupational series comprised 36.95% (951) of MDA’s total civilian workforce at the end of FY 2019. MDA’s participation rate for women overall in the Engineering series was 23.87% (227). This percentage substantially exceeded the CLF comparator of 11.50%. White Woman 17.46% (166) exceeded the CLF (7.90%). Black men 5.48% (54) and Black women 4.00% (38) also significantly exceeded the CLF with 3.30% for men and 0.90% for women respectively. The participation rate of American Indian or Alaska Native men 1.26% (12) and women 0.42% (4) also exceeded the CLF with 0.30% for men and 0.00% for women, respectively. Individuals classified in the “two or more races” category also fell short of the CLF comparator for this occupational category with men at 0.32% (3), and women at 0.00% (0) compared to the CLF percentage of 1.00% for men and 0.30% for women, respectively. Hispanic men 3.58% (34) fell below the CLF with 4.00% for men and Hispanic women 0.74% (7) increased above the 0.70% CLF for women respectively for this occupational category. The participation rate for men overall in this occupational series is 77.84% which falls short of the CLF benchmark of 76.13%. The percentage for White men of 63.41% (640) also fell below the CLF’s comparator of 71.00% for that demographic. Lastly, Asian men fell considerably below the CLF as well with 1.89% (18) participation rate compared to the CLF’s 8.80% as did Asian women 1.16% (11) compared to the CLF’s 1.70%.

**Series 1515 – Operations Research.** The 1515 occupational series comprised 3.34% (86) of MDA’s total civilian workforce at the end of FY 2019. The participation rate of women overall 53.49% (46) surpassed the CLF’s 48.40%. Specifically, Hispanic women 2.33% (2), fell slightly short of CLF’s 3.30%; Black women 3.49% (3), compared to the CLF’s 7.50%; and Asian men 1.16% (1), compared to the CLF’s 2.90% and White men 39.53% (34), compared to the CLF’s 40.70%. White women increased from 32.50% (26) in FY 2018 to 43.02% (37) in FY 2019, Asian women 4.65% (4), and Black men 4.65% (4) all exceeded FY 2019 CLF benchmark.

**Series 2210 – Information Technology Management.** The 2210 occupational series comprised of 3.19% (82) of MDA’s total civilian workforce at the end of FY 2019. The participation rate for women overall 17.07% (14) fell significantly short of the CLF’s 29.60% for this occupational category. Specifically, Black women at 3.66% (3),

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White women at 10.98% (9), Hispanic women at 1.22% (1), Asian men at 2.44% (2), Asian women 0.00% (0), Native Hawaiian men and women 0.00% (0), and Two or More men and women 0.00% (0) all fell short of their comparative representation in the CLF which is 21.10% for White women, 2.10% for Hispanic women, and 1.40% for Asian. Conversely, Hispanic men at 6.10% (5), Black men at 10.98% (9), White men at 62.20% (51), American Indian men 1.22% (1), and American women 1.22% (1), all exceeded their CLF representative comparison.

**PROGRAM UPDATE**

MDA re-issued its Equal Employment Anti-Harassment Policy (PM 20) on June 18, 2019, upon the appointment of the MDA Director, Vice Admiral Jon A. Hill, U.S. Navy. The policy and procedures include language about bullying and hazing in accordance with OSD guidance. All the elements required by EEOC to include a statement regarding the protections for employees and applications against retaliation for reporting harassment are also included in this policy memorandum. The document is posted on the MDA EO portal page for supervisor and employee information. It is also included in information packets provided at new employee orientation sessions. A copy of the procedures is included in this report as supporting documentation.

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

- Incorporate barrier analysis discussions in the Agency's Personnel Management Board (PBM) agenda items to engage senior leaders in efforts to give high level visibility to the identification and elimination of barriers and equal opportunity for all MDA employees and candidates.
- Continue to evaluate the background and experience of members of senior grade levels to identify competencies required to execute mission in MDA's critical occupations.
- Continue to evaluate the background and qualifications of African Americans and females seeking advancement to the senior ranks 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, qualifications and recruitment efforts of Hispanic and People with Disabilities candidates seeking employment and advancement opportunity at all levels from entry to senior levels.
- Continue to expand engagement, recruitment, outreach, and partnership opportunities to Hispanic Serving Institutions (Hispanic Association of College and Universities (HACU), League of United Latin American Citizens (LULAC), and Great Minds in Science, Technology, Engineers and Mathematics (STEM).

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The Missile Defense Career Development Program (MDCDP) is a three-year developmental program for entry level positions. Recruitment teams were comprised of HR specialists, subject matter experts (SME), and MDCDP graduates. The teams attended career fairs at 12 colleges and universities throughout the Nation. During this effort, MDA participated in a recruitment campaign for approximately 63 MDCDP positions across several career fields including engineering, human resources, logistics, contracting, acquisition program management and financial management. In addition to the colleges/universities across the United States, MDA attended the following diversity conferences, Hispanic Engineer National Achievement Awards Corporation (HENAAC), Society of Women Engineers (SWE), Black Engineer of the Year Awards (BEYA), Women of Color (WOC), and Society of Asian Scientists & Engineers (SASE). MDA's recruitment efforts focused on sharing information with graduating seniors regarding MDA and MDCDP opportunities. The Human Resources Team electronically recruited for these positions as well. They distributed digital recruitment material to the Career Services Offices of roughly 500 colleges and universities, including Historically Black Colleges and Universities and Hispanic American Colleges and Universities to share the MDCDP announcements with students. Their recruitment efforts targeted students in engineering and business, but also included a variety of career paths including Human Resources, Public Affairs, Budget Analysis, and Information Technology.

During fiscal year 2019, MDA had four active MDCDP classes. Class 16 consisting of 37 members, began completing their three-year program in May 2016 with the final member finishing in January 2020. Class 17 with 59 active members, completed their 2<sup>nd</sup> year in the program. Class 2018, with 56 members, began their rotational assignments during FY 2019. Class 2019 began arriving by the end of CY 2019. FY 2019 ended with 165 active members of the Missile of the Missile Defense Career Development Program.

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

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

MDA STEM meet the DoD Strategic Goals #1-5 as outlined below:

1. Communicate the value and purpose of the DoD STEM Strategy and the need for engagement.
2. Inspire youth and community engagement in STEM education and outreach in the K-12 domain by supporting and enhancing student and educator participation in DoD-sponsored STEM events.
3. Cultivate the future STEM talent pool through supporting and enhancing undergraduate and graduate students

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## EXECUTIVE SUMMARY: ACCOMPLISHMENTS

served by DoD-sponsored STEM programs.

4. Promote increased participation of underserved groups in STEM activities and education programs.
5. Enhance the efficiency and effectiveness of STEM initiatives by gathering evidence using a systematic approach.

MDA STEM's mission is to implement signature programs that fill STEM Education gaps based on national defense needs and collaborate in STEM-supported events to inspire, cultivate, and enhance STEM engagement across a three-tiered target group – K-12, college, and educators – to prepare the next generation of STEM professionals. 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.

MDA STEM supports the three goals outlined in the Federal Government's five-year strategic plan for STEM education:

1. **Build Strong Foundations for STEM Literacy** by ensuring that every American has the opportunity to master basic STEM concepts, including computational thinking, and to become digitally literate. A STEM-literate public will be better equipped to handle rapid technological change and will be better prepared to participate in civil society.
2. **Increase Diversity, Equity, and Inclusion in STEM** and provide all Americans with lifelong access to high-quality STEM education, especially those historically underserved and underrepresented in STEM fields and employment. The full benefits of the Nation's STEM enterprise will not be realized until this goal is achieved.
3. **Prepare the STEM Workforce for the Future**—both college-educated STEM practitioners and those working in skilled trades that do not require a four-year degree—by creating authentic learning experiences that encourage and prepare learners to pursue STEM careers. A diverse talent pool of STEM-literate Americans prepared for the jobs of the future will be essential for maintaining the national innovation base that supports key sectors of the economy and for making the scientific discoveries and creating the technologies of the future.

The MDA STEM FY 2019 program accomplishments are:

**I Signature Events:**

- Boosting Engineering Science and Technology (BEST) Robotics Grants: MDA STEM provided grants to five hubs for a total of 38 new BEST Robotics kits. These grants impacted approximately 950 middle and high school students in schools across the U.S.
- Engineering Innovation (EI): Hosted MDA Engineering Innovation Program at Alabama Agricultural and Mechanical University (AAMU) on June 4-7, 2019. This event provided 22 upcoming third and fourth-grade girls with the opportunity to examine the engineering design process via artistic STEM activities. The four-day workshop included a tour of the AAMU campus, STEM activity sessions, and an artwork exhibit, wherein students displayed their parents and MDA volunteers. During the activity sessions, MDA STEM educators guided and instructed students in the engineering design process by creating straw rockets, sandwich art, and exploring this year's theme of circuit building, where students illuminated bioluminescent creatures and constructed art bots. By participating in hands-on science projects and creating their own STEM works of art, students learned about science concepts, engineering and basic art elements.

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- MDA STEM Local Discussion Group (LSDG): MDA STEM hosted a quarterly Huntsville area community forum to present a vast amount of STEM-related activities for our community to engage in quality and stimulating events. This group offers an opportunity for STEM representatives to discuss current activities, upcoming events, collaboration with members to disseminate volunteer requests, and develop bridges between similarly-goaled community entities. During these meetings, organization representatives are given the opportunity to present STEM information regarding current and future activities, highlighting how STEM related efforts are able to collaborate locally.
- Military Academy Internship (MAI): The MDA Military Academy Internship Program provides the opportunity for rising junior and senior US Military Academy students to participate in real-world projects with the MDA Technical Programs and offers the chance to develop new technical skills and afford them the opportunity to work with topnotch professionals, placing them at the cutting edge of some of the most critical aspects of national security affairs. MDA hosted five United States Naval Academy Midshipmen and one United States Army West Point Cadet for a 4-week internship.
- Speaking Engagements: MDA STEM organized events for Subject Matter Experts to interact with student classes. Through the 13 speaking engagements listed below, MDA reached nearly 2,200 students in Alabama, California, and Texas.
  - Akers Elementary School
  - Arab Jr. High School
  - Central Elementary School
  - Chapman P-8 School
  - Chesapeake School
  - Commonwealth Governor's School
  - Dallas Spanish House School
  - Desoto West Middle School
  - Hampton Cove Middle School
  - Meadows Elementary School
  - Moore's Mill Elementary School
  - Northeast Alabama Community College
  - Stratford Elementary School

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STEM Education Development Teacher Workshop (STEM ED): MDA STEM Outreach hosted its third annual teacher professional development workshop, STEM Education Development (STEM ED), July 7-12, 2019, in Huntsville, Alabama. The MDA Executive Director, Mr. John H. James, was the keynote speaker for this signature STEM event. STEM Outreach collaborated across several MDA organizations to ensure this workshop was engaging, relevant, and successful. The STEM ED goal is to increase teachers' effectiveness in science, technology, engineering, and mathematics to inspire their students to pursue careers in those fields. A total of 21 teachers from ten states, participated in the workshop. They explored STEM concepts in real-world contexts and developed related instructional activities. The workshop incorporated activities related to STEM concepts and emerging technologies. The teachers participated in hands-on sessions and experiments with subject matter experts. They developed standards-aligned lesson plans to use in their classrooms and to share with other educators. STEM ED attendees participated in educational field trips to the U.S. Space and Rocket Center and the Boeing Training Facility. At the culmination of the weeklong professional development workshop, participants were unanimously positive about the experience and lauded the program. MDA STEM professionals and university partners will continue to support participants throughout the school year. As they implement STEM instructional activities, they will reach approximately 5,700 K-12 students.

**II Supported MDA / DoD Programs**

- DoD STEM FIRST Grants (For Inspiration and Recognition of Science and Technology): As the DoD Site/District and MDA Coordinator for DoD FIRST Robotics Grants, MDA STEM coordinated the endowment of 31 DoD FIRST grants and 12 MDA mentors.
- DoD Lab Day: MDA STEM supported the STEM Outreach portion of the Lab Day event held in the Pentagon's courtyard, April 25, 2019. MDA STEM volunteers demonstrated multiple sensors, both Infra-Red (IR) and Radio Frequency (RF), across the Electromagnetic Spectrum and their benefits to Missile Defense.
- JROTC (Junior Reserve Officer Training Corps) Day: MDA STEM supported the Junior Reserve Officer Training Corps (JROTC) Day at Redstone Arsenal on Thursday, April 4. MDA volunteers conducted a rocket intercept demonstration. Approximately 582 JROTC cadets from 16 high schools in North Alabama attended the event.
- Take Your Child To Work Day (TYCTWD): MDA participated in the Take Your Child to Work Day on April 25, 2019. This year's curriculum allowed 1,100 student participants to explore concepts of force and trajectory.

**III Supported Community Programs**

Judging: MDA STEM recruited volunteers across the agency to perform as judges in the 31 STEM competitions listed below, allowing them to serve over 10,600 students across the nation.

- Alabama Consortium for Technology in Education (ACTE) Regional Technology Fair
  - Alabama Future City
  - Alabama Science and Engineering Fair (ASEF)
  - Challenger Elementary School Science Fair
  - Colorado Future City
  - Denver BEST Regional Championship
  - Enceladus - Hampton Cove Middle – FLL Competition

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- Europa - Hampton Cove Middle – FLL Competition
- Fall InSPIRESS
- FLL, Jr. Curiosity Expo - Columbia High School
- Front Range BEST
- Future City Finals
- Grissom Grand Prix - Green Power Race
- Hampton Cove Middle School Science Fair
- Harmony Science and Engineering Fair
- Hayfield Secondary School - FLL Competition
- Toyota Classic – GreenPower Race
- Tennessee Valley BEST
- St. John the Baptist Catholic School Science Fair
- Spring InSPIRESS
- Spirit - Columbia High School – FLL Competition
- South's BEST Regional Championship
- Professional Engineers Bridge Building Competition
- Pikes Peak Regional Science and Engineering Fair (PPRSEF)
- Opportunity - Columbia High School – FLL Competition
- North Alabama Regional Science Olympiad Tournament (Division C)
- North Alabama Regional Science Olympiad Tournament (Division B)
- North Alabama Regional Science and Engineering Fair (NARSEF)
- Montview Elementary School Science Fair
- MATHCOUNTS

EXECUTIVE SUMMARY: ACCOMPLISHMENTS

Other Events: Schools and other organizations often request MDA STEM to provide volunteers, presentations, and activities at special events. MDA supported the 25 events listed below, impacting over 5,000 participants.

- Arthur Middleton Elementary Career Day
- Black Engineer of the Year Awards (BEYA)
- Colonial Beach Parade
- Dahlgren School STEM Night
- Great Minds in STEM (GMiS) / Hispanic Engineer National Achievement Awards Conference (HENAAC)
- Hampton Cove Middle School Career Fair
- InfraGard Cyber Forensic Camp
- King George Elementary Career Fair
- King George Middle School Career Fair
- Madison County Schools Mock Interviews
- Maryland STEM Festival
- Military and Aerospace Day
- My Family Career Pathways
- Panoply
- Rocket City Regional – FRC Championship
- Rocket Day - Crossfield Elementary School
- RSA Behind the Gates Educator Tour
- Society of Asian Scientists and Engineers National Conference (SASE)
- Society of Women Engineers (SWE)
- Six Flags STEM days
- University of Mary Washington Speed Networking Event
- Women in STEAM Career Fair
- Women of Color
- Your Future, Your Career Conference

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MDA STEM implemented signature programs that fill STEM education gaps based on national defense needs and supported STEM events designed to inspire, cultivate, and enhance STEM engagement throughout the community. MDA STEM impacted over 22,000 K-12 students, college students, and educators and helped prepare the next generation of STEM professionals for careers within MDA.

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Agency Self-Assessment Checklist

Essential Element: A Demonstrated Commitment From agency Leadership

 Compliance Indicator		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	A.1. The agency issues an effective, up-to-date EEO policy statement.				
	A.1.a. Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency's commitment to EEO for all employees and applicants? If "Yes", please provide the annual issuance date in the comments column. [see MD-715, II(A)]	X			Document is submitted as supporting documentation. 6/17/2019
	A.1.b. Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)] If the EEO policy statement covers any additional bases (e.g., marital status, veteran status and political affiliation), please list them in the comments column.	X			

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Agency Self-Assessment Checklist

 Compliance Indicator		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	A.2. The agency has communicated EEO policies and procedures to all employees.				
	A.2.a. Does the agency disseminate the following policies and procedures to all employees:				
	A.2.a.1. Anti-harassment policy? [see MD 715, II(A)]	X			
	A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]	X			
	A.2.b. Does the agency prominently post the following information throughout the workplace and on its public website:				
	A.2.b.1. The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	X			
	A.2.b.2. Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 CFR §1614.102(b)(5)]	X			
	A.2.b.3. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	X			<a href="https://mko.mda.mil/sites/doh/DOH%20Issuance%20Library/Reasonable%20AccommodatiReasonable_Accor">https://mko.mda.mil/sites/doh/DOH%20Issuance%20Library/Reasonable%20AccommodatiReasonable_Accor</a>
	A.2.c. Does the agency inform its employees about the following topics:				
	A.2.c.1. EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often and the means by which such training is delivered.	X			Employees monthly NEO and supervisors quarterly supplemental.
	A.2.c.2. ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	X			Upon request
	A.2.c.3. Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If "yes", please provide how often.	X			Upon request
	A.2.c.4. Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If "yes", please provide how often.	X			Annually
	A.2.c.5. Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR §2635.101(b)] If "yes", please provide how often.	X			On case by, by case

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 Compliance Indicator		Measure Has Been Met			
 Measures		Yes	No	N/A	For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report
	A.3. The agency assesses and ensures EEO principles are part of its culture.				
	A.3.a. Does the agency provide recognition to employees, supervisors, managers and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a)(9)] If "yes", provide one or two examples in the comments section. .	X			At MDA's yearly Award presentation.
	A.3.b. Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	X			

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Agency Self-Assessment Checklist

Essential Element: B Integration of EEO into the agency's Strategic Mission

 Compliance Indicator	 Measures	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	
	B.1. The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.				
	B.1.a. Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	X			
	B.1.a.1. If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	X			Laura DeSimone, Acting Executive Director
	B.1.a.2. Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	X			
	B.1.b. Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	X			
	B.1.c. During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	X			EO Director meets weekly with the Executive Director to discuss the state of the agency.
	B.1.d. Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	X			

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Agency Self-Assessment Checklist

 Compliance Indicator		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	B.2. The EEO Director controls all aspects of the EEO program.				
	B.2.a. Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)] If not, identify the office with this authority in the comments column.	X			
	B.2.b. Is the EEO Director responsible for overseeing the completion of EEO counseling? [see 29 CFR §1614.102(c)(4)]	X			
	B.2.c. Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.d. Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	X			
	B.2.e. Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	X			
	B.2.f. Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	X			
	B.2.g. If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2); (c)(3)]	X			
 Compliance Indicator		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	B.3. The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Yes	No	N/A	
	B.3.a. Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	X			
	B.3.b. Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	X			MDA DoD Strategic Plan.

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Agency Self-Assessment Checklist

 Compliance Indicator	 Measures	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	
	B.4. The agency has sufficient budget and staffing to support the success of its EEO program.				
	B.4.a. Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:				
	B.4.a.1. to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	X			
	B.4.a.10. to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]	X			
	B.4.a.11. to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	X			
	B.4.a.2. to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	X			
	B.4.a.3. to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR §§ 1614.102(c)(5); 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	X			
	B.4.a.4. to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	X			
	B.4.a.5. to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	X			
	B.4.a.6. to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	X			
	B.4.a.7. to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)] If not, please identify the systems with insufficient funding in the comments section.	X			
	B.4.a.8. to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	X			
	B.4.a.9. to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I; EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C. 1]	X			
	B.4.b. Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	X			
	B.4.c. Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	X			
	B.4.d. Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II) (A) of MD-110?	X			
	B.4.e. Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	X			

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 Compliance Indicator		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	B.5. The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills				
	B.5.a. Pursuant to 29 CFR §1614.102(a)(5), have all managers and supervisors received orientation, training, and advice on their responsibilities under the following areas under the agency EEO program:				
	B.5.a.1. EEO complaint process? [see MD-715(II)(B)]	X			
	B.5.a.2. Reasonable Accommodation Procedures? [see 29 CFR § 1614.102(d)(3)]	X			
	B.5.a.3. Anti-harassment policy? [see MD-715(II)(B)]	X			
	B.5.a.4. Supervisory, managerial, communication and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	X			
	B.5.a.5. ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	X			
 Compliance Indicator		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	
	B.6. The agency involves managers in the implementation of its EEO program.				
	B.6.a. Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	X			
	B.6.b. Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	X			
	B.6.c. When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	X			
	B.6.d. Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR §1614.102(a)(5)]	X			

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Essential Element: C Management and Program Accountability

 Compliance Indicator		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	C.1. The agency conducts regular internal audits of its component and field offices.				
	C.1.a. Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	X			MDA has locations in five states. Although they are not field offices, they are assessed annually.
	C.1.b. Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section.	X			MDA has locations in five states. Although they are not field offices, they are assessed annually.
	C.1.c. Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	X			MDA has locations in five states. Although they are not field offices, they are assessed annually.

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 Compliance Indicator	Measures	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	
	C.2. The agency has established procedures to prevent all forms of EEO discrimination.				
	C.2.a. Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			
	C.2.a.1. Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	X			
	C.2.a.2. Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	X			
	C.2.a.3. Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	X			
	C.2.a.4. Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [See Enforcement Guidance, V.C.]	X			
	C.2.a.5. Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see Complainant v. Dep't of Veterans Affairs, EEOC Appeal No. 0120123232 (May 21, 2015); Complainant v. Dep't of Defense (Defense Commissary Agency), EEOC Appeal No. 0120130331 (May 29, 2015)] If "no", please provide the percentage of timely-processed inquiries in the comments column.	X			
	C.2.a.6. Do the agency's training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR §1614.203(d)(2)]	X			
	C.2.b. Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR §1614.203(d)(3)]	X			
	C.2.b.1. Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR §1614.203(d)(3)(D)]	X			
	C.2.b.2. Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	X			
	C.2.b.3. Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR §1614.203(d)(1)(ii)(B)]	X			
	C.2.b.4. Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR §1614.203(d)(3)(i)(M)]	X			
	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.	X			
	C.2.c. Has the agency established procedures for processing requests for personal assistance services that comply with EEOC's regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR §1614.203(d)(6)]	X			

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C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comments column.		X			<a href="https://mko.mda.mil/sites/doh/DOH%20Issuance%20Library/Reasonable%20AccommodatiPersonal%20Assistance%20Services%20Instruction.pdf">https://mko.mda.mil/sites/doh/DOH%20Issuance%20Library/Reasonable%20AccommodatiPersonal%20Assistance%20Services%20Instruction.pdf</a>		
	<b>Compliance Indicator</b>				<b>Measure Has Been Met</b>	<b>For all unmet measures, provide a brief explanation in the space below or complete and attach an EEOC FORM 715-01 PART H to the agency's status report</b>	
	<b>Measures</b>	C.3. The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.					Yes
C.3.a. Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?		X					
C.3.b. Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:							
C.3.b.1. Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]		X					
C.3.b.2. Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]		X					
C.3.b.3. Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]		X					
C.3.b.4. Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]		X					
C.3.b.5. Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]		X					
C.3.b.6. Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]		X					
C.3.b.7. Support the EEO program in identifying and removing barriers to equal opportunity?. [see MD-715, II(C)]		X					
C.3.b.8. Support the anti-harassment program in investigating and correcting harassing conduct?. [see Enforcement Guidance, V.C.2]		X					
C.3.b.9. Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]		X					
C.3.c. Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]		X					
C.3.d. When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]		X					

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 Compliance Indicator		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	C.4. The agency ensures effective coordination between its EEO program and Human Resources (HR) program.				
	C.4.a. Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	X			
	C.4.b. Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	X			
	C.4.c. Does the EEO office have timely access to accurate and complete data (e.g., demographic data for the workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	X			
	C.4.d. Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	X			
	C.4.e. Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:				
	C.4.e.1. Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	X			
	C.4.e.2. Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	X			
	C.4.e.3. Develop and/or provide training for managers and employees? [see MD-715, II(C)]	X			
	C.4.e.4. Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	X			
	C.4.e.5. Assist in preparing the MD-715 report? [see MD-715, II(C)]	X			
 Compliance Indicator		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	C.5. Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Yes	No	N/A	
	C.5.a. Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR §1614.102(a)(6); see also Douglas v. Veterans Administration, 5 MSPR 280 (1981)]	X			
	C.5.b. When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If "yes", please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	X			There were no disciplined/sanctioned individuals during the reporting period.
	C.5.c. If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct (e.g., post mortem to discuss lessons learned)? [see MD-715, II(C)]	X			

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 Compliance Indicator		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	C.6. The EEO office advises managers/supervisors on EEO matters.			N/A	
	C.6.a. Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If "yes", please identify the frequency of the EEO updates in the comments column.	X			EO Director conducts annual management/supervisory training to the organization. Brief the Director and leadership on the state of the agency (BMDs) meetings weekly.
	C.6.b. Are EEO officials readily available to answer managers' and supervisors' questions or concerns? [see MD-715 Instructions, Sec. I]	X			

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Essential Element: D Proactive Prevention

 Compliance Indicator		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	D.1. The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Yes	No	N/A	
	D.1.a. Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	X			
	D.1.b. Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	X			
	D.1.c. Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR §1614.203(d)(1)(iii)(C)]	X			
 Compliance Indicator	D.2. The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	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	
	D.2.a. Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	X			
	D.2.b. Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	X			
	D.2.c. Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	X			
	D.2.d. Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, and/or external special interest groups? [see MD-715 Instructions, Sec. I] If "yes", please identify the data sources in the comments column.	X			MDA uses internal and external sources to field all survey's to our workforce.

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 Compliance Indicator		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	D.3. The agency establishes appropriate action plans to remove identified barriers.			N/A	
	D.3.a. Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	X			
	D.3.b. If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	X			
	D.3.c. Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	X			
 Compliance Indicator		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	D.4. The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Yes	No	N/A	
	D.4.a. Does the agency post its affirmative action plan on its public website? [see 29 CFR §1614.203(d)(4)] If yes, please provide the internet address in the comments.	X			<a href="https://www.mda.mil/careers/diversity.html">https://www.mda.mil/careers/diversity.html</a>
	D.4.b. Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR §1614.203(d)(1)(i)]	X			
	D.4.c. Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR §1614.203(d)(1)(ii)(A)]	X			
	D.4.d. Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR §1614.203(d)(7)(ii)]	X			The Disability Program Manager participated in a career fair directed toward People with Disabilities at University of Alabama in Huntsville.

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Essential Element: E Efficiency

 Compliance Indicator	 Measures	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	
	E.1. The agency maintains an efficient, fair, and impartial complaint resolution process.				
E.1.a. Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?		X			
E.1.b. Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?		X			
E.1.c. Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?		X			
E.1.d. Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.		X			Agency will withhold pay from contractor until work is satisfactory. No issues this reporting period.
E.1.e. Does the agency ensure that all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?		X			
E.1.f. Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?		X			
E.1.g. If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?		X			
E.1.h. When the complainant did not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?		X			
E.1.i. Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?		X			
E.1.j. If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.		X			Agency will withhold pay from contractor until work is satisfactory. No issues this reporting period.
E.1.k. If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]		X			
E.1.l. Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]		X			

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 Compliance Indicator		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	E.2. The agency has a neutral EEO process.				
	E.2.a. Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] If "yes", please explain.	X			The defensive function is carried out by General Counselor.
	E.2.b. When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If "yes", please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	X			Fort Belvoir, VA
	E.2.c. If the EEO office relies on the agency's defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	X			
	E.2.d. Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	X			
	E.2.e. If applicable, are processing time frames incorporated for the legal counsel's sufficiency review for timely processing of complaints? [see EEOC Report, Attaining a Model Agency Program: Efficiency (Dec. 1, 2004)]	X			
 Compliance Indicator		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	
	E.3.a. Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	X			
	E.3.b. Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	X			
	E.3.c. Does the Agency encourage all employees to use ADR, where ADR is appropriate? [See MD-110, Ch. 3(IV)(C)]	X			
	E.3.d. Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	X			
	E.3.e. Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	X			
	E.3.f. Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	X			

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 Compliance Indicator		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	E.4. The agency has effective and accurate data collection systems in place to evaluate its EEO program.				
	E.4.a. Does the agency have systems in place to accurately collect, monitor, and analyze the following data:				
	E.4.a.1. Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	X			
	E.4.a.2. The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	X			
	E.4.a.3. Recruitment activities? [see MD-715, II(E)]	X			
	E.4.a.4. External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	X			
	E.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]	X			
	E.4.a.6. The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	X			
	E.4.b. Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	X			
 Compliance Indicator		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	E.5. The agency identifies and disseminates significant trends and best practices in its EEO program.	Yes	No	N/A	
	E.5.a. Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If "yes", provide an example in the comments.	X			We have established a Barrier Analysis group as directed by EEOC to monitor Hispanics.
	E.5.b. Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	X			MDA does consult with DLA on best practices.
	E.5.c. Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	X			

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Agency Self-Assessment Checklist

Essential Element: F Responsiveness and Legal Compliance

 Compliance Indicator		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	F.1. The agency has processes in place to ensure timely and full compliance with EEOC orders and settlement agreements.				
	F.1.a. Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	X			
	F.1.b. Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	X			
	F.1.c. Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	X			
	F.1.d. Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	X			
	F.1.e. When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX) (H)]	X			
 Compliance Indicator		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	
	F.2.a. Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	X			
	F.2.a.1. When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	X			
	F.2.a.2. When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	X			
	F.2.a.3. When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)]	X			
	F.2.a.4. Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	X			

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Agency Self-Assessment Checklist

 Compliance Indicator		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	F.3. The agency reports to EEOC its program efforts and accomplishments.				
	F.3.a. Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	X			
	F.3.b. Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	X			

Essential Element:  Other

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Plan to Attain Essential Elements

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Plan to Eliminate Identified Barriers

PART I.1

**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 for Hispanics/Latinos males and females, White females, Asian males and females, American Indian females, Two or more races females, People with Targeted Disabilities, Women in all grades, and Black males and females in NH-IV and above all fall below the benchmark comparator, the National Civilian Labor Force (NCLF).

**STATEMENT OF BARRIER GROUPS:**

***Barrier Group***

- All Women
- Hispanic or Latino Males
- Hispanic or Latino Females
- White Females
- Black or African American Males
- Black or African American Females
- Asian Males
- Asian Females
- American Indian or Alaska Native Females
- Two or more Races Females