



**Defense Threat Reduction Agency**  
2018 Annual Federal Equal  
Opportunity Recruitment Program  
(FEORP)

FY2018 Accomplishment Report Plan  
Fiscal Year 2018 Accomplishments  
and Fiscal Year 2019 Plan

Human Resources and  
Equal Opportunity & Diversity Programs  
Office

8725 John J. Kingman Road | Fort Belvoir, VA 22060



ANNUAL FEORP PLAN CERTIFICATION  
FOR THE FISCAL YEAR 2018

**A. Name and Address of Agency:**

Defense Threat Reduction Agency (DTRA)  
8725 John J. Kingman Road  
Fort Belvoir, VA 22060

**B. Name and Title of Designated FEORP Official:**

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**CERTIFICATION**

I certify the above agency: 1) Has a current Federal Equal Opportunity Recruitment Program (FEORP) plan and the program is being implemented as required by Public Law 95-454 and subsequent regulations and guidance issued by the U.S. Office of Personnel Management; 2) All field offices or installations with fewer than 500 employees are covered by a FEORP plan; 3) All field offices or installations with 500 or more employees are covered either by this plan or by a local plan; and 4) Such plans are available on request from field offices or installations.

Jamie S. Millsaps, Colonel      Signature  Date 29 Nov 2018  
Director, Human Resources Directorate

Willisa M. Donald      Signature  Date 29 Nov. 2018  
Director, Equal Employment Opportunity & Diversity Programs Office

Denise A. Lewis      Signature  Date 29 NOV. 2018  
Equal Opportunity Manager

**Defense Threat Reduction Agency (DTRA)**  
**FY 2018 FEORP Accomplishments and Promising Practices**

**Accomplishments**

In FY 2018, the Human Resource Directorate (HR) continued to network and establish relationships with community partners and organizations including disability and veteran organizations to attract diverse talent in mission critical occupations. HR also briefed Supervisors and Hiring Managers on the Schedule A process, Workforce Recruitment Program (WRP) and the 30% Disabled Veterans Program and hiring authorities in an effort to increase the number of Individual of Disabilities (IwDs). As a result, the Agency hired five Schedule A's, three WRP summer interns, 80 Veterans and 39 individuals were selected with 30% or more disabled.

The Agency Mentoring Program continued to be the DoD model. With a high level of enthusiasm from mentors and mentees, the FY18 program consisted of 92 civilian employees and 8 Senior Executive Service (SES) serving as Mentors. DTRA Senior Leaders were committed to supporting the program by serving as mentors and/or attending key activities. The senior leaders also hosted thirteen brown bags centered on the featured book "Leaders Eat Last," by Simon Sinek. The program hosted a workshop, "Leading Across Generations," to explore ways to positively leverage the differences among generations, incorporating relevant points from our featured book. The DTRA Director showed his support by inviting mentees to attend a senior level staff meeting and meeting with participants on a regular basis to provide mission updates and give them the opportunity to ask questions in a casual setting, all of which helped participants gain a broader sense of connection to DTRA.

The Equal Opportunity and Diversity Programs Office (EO) revised its Agency integrated Diversity and Inclusion Strategic Plan which now aligns with the Agency's Strategic Plan and identifies strategies to continue to foster an inclusive, engaging and an innovative workforce. In addition, EO conducted four Civil Treatment sessions to increase awareness within the Agency. A total of 63 supervisors were in attendance.

EO developed an Agency charter and guidance to establish its Employee Resource Groups (ERGs) to assist with identifying and addressing barriers causing the low participation rate of Hispanics, Women and Individual with Disabilities. The results and recommendations from the ERGs will be used to evaluate the effectiveness recruitment activities and determine where improvements are needed.

The Federal Employees Viewpoint Survey (FEVS) program transitioned from the HR Directorate to the EO office. EO quickly began reviewing and analyzing the FY 2018 results and engaged with the DTRA Senior Leaders and Directorates to communicate the Agency's recent employee survey results. The results indicated there was a huge success response rate of 45.9% and the Agency is above average with a commitment from our workforce to improve the Agency. The DTRA strengths, according to the FEVS, include support for work/life programs, support for employee development, and success at accomplishing the mission. Our areas of challenges included but not limited, opportunity for advancement/promotions, pay raises within

the organization. The DTRA Director applauded the workforce for their hard work and their commitment to improvement and fulfilling the Agency's mission and values.

During FY 2018, the EO Office established its Proactive Prevention Program team to develop the agency Anti-Harassment Program (AHP). The AHP operates independently from the Equal Employment Opportunity (EEO) Complaint Process (29 C.F.R. §1614). The Anti-Harassment team worked with Managers and Supervisors to conduct fact-findings into allegations of harassment and to prohibit harassment of any employee, supervisor, manager, contractor, vendor, applicant, or other individual with whom employees come into contact by virtue of their work for DTRA.

The mission of the Agency's Anti-Harassment Program (AHP) is to support the commitment and maintain a work environment free from harassment and will provide Anti-Harassment training for the Agency workforce. The AHP Procedures are being revised to promptly and effectively address allegations of workplace harassment in the DTRA workforce.

## Promising Practices

**Diversify DTRA's Workforce through Active Recruitment:** The Human Resources (HR) Directorate will continue to develop and implement broad outreach strategies to attract leaders from a diverse applicant pool which are consistent with Merit System Principles. The Agency will continue to utilize various special hiring authorities as a supplement to competitive hiring processes as we partner with diverse organizations and institutions to help recruitment from all segments of society. HR will leverage the Agency's mentoring program and continue to find ways to create mentoring opportunities by documenting the number and percentages of employees participating in career development opportunities. HR and EO will provide briefings and educational awareness to supervisors and hiring managers on using the Schedule A Hiring Authority.

Also, HR developed its Strategic Outreach Plan which identified recruiting targets and strategies. With this plan in place, HR will network and begin establishing relationships with community partners and organizations to attract diverse talent in mission critical occupations. In FY 2018, this outreach effort included attendance at various Veteran and Hiring Heroes (Wounded Warriors) Career Fairs.

**Including and Engaging DTRA's Workforce:** The EO Office plan to create Employee Resource Groups (ERGs), which will assist the EO and HR Office with ideas to further enhance the Agency's current activities to attract, develop and engage DTRA's employees and to carry out the Diversity and Inclusion (D&I) strategic goals and priorities. The ERGs' charter and guidance is currently pending approval. Once approved, DTRA will begin integrating D&I practices, addressing barriers and continuing to promote D&I initiatives. The teams are currently creating briefings in preparation for the Kick-Off meeting in March 2019. The EO Office will continue to engage SES's to serve as champions for ERGs (i.e., Hispanics, Women, and Individual with Disabilities (IwD)).

In FY 2019, The EO Office will finalize its Diversity and Inclusion Strategic Plan. We will launch our Diversity and Inclusion (D&I) Dialogues training initiatives to educate the workforce on the following topics: Cultural Diversity in Mediation, Hispanic American Culture and Emphasizing Inclusion to name a few.

Finally, EO will engage the DTRA workforce through the FEVS Phase I and II in FY 2019. We will review and analyze the results and remain engaged with our Senior Leaders and Directorates. The collective data will be used to enhance working conditions, promote retention and foster a more inclusive work environment. EO will analyze the Agency's results, evaluate best practices in other agencies, establish areas of focus (advancement, performance management, awards recognition, etc.,) and develop an action plan.

## **STRATEGIC HISPANIC EMPLOYMENT ACTIVITIES**

In FY 2018, the Agency continued to have a low participation rate of Hispanic males and females. The EO Office is committed to identify and minimize potential barriers to improve the representation of Hispanics at DTRA. In FY 2019, the EO Office will establish a Hispanic Employee Resource Group (HERG) to assist with identifying and addressing barriers causing the low participation rate of Hispanics and will examine employment-related issues. A HERG Champion, two chairpersons and technical advisors will be selected to lead and facilitate the HERG. The results and recommendations from the HERG will be used to implement a comprehensive recruitment plan designed to show progress toward closing identified gaps.

DTRA continues to improve its recruitment strategies to ensure a diverse applicant pool to include Hispanics. Recruiting efforts include outreach at conferences, colleges/universities, and informational briefs at local schools, colleges and community events with large Hispanic populations. In addition, special recruitment teams were established for engineering and scientist positions specifically targeted to Hispanic/Latino Americans seeking employment. Partnerships with professional Hispanic affinity organizations have been enhanced providing DTRA with the opportunity to market ourselves as an employer of choice.

DTRA will strengthen its recruitment, career development and retention of Hispanic by:

- Analyzing the applicant pool data to determine which segments of the population are applying for jobs.
- Providing students/interns an opportunity to work in an occupation directly related to their educational study.
- Creating opportunities for growth and advancement within the Agency to retain Hispanic talent.
- Expanding formal and informal partnerships (e.g., professional societies, student organizations, Hispanic Serving Institutions, etc.) and outreach programs to increase the applicant pool's inclusion of minorities, individual with disabilities, and veterans who possess the skills and competencies needed by the Agency.

## **STRATEGIC EMPLOYMENT OF INDIVIDUALS WITH DISABILITIES ACTIVITIES**

DTRA continually strived to meet the DoD and Equal Employment Opportunity Commission (EEOC) challenge to increase our participation rate of Individuals with Targeted Disabilities (IwTD) to 2% in 2018. The HR Directorate participated in seven Hiring Heroes/Veterans career fairs to attract well-qualified candidates. In addition, the Agency offered a number of internal opportunities such as training, mentoring and career development programs that provided knowledge, skills and abilities. These opportunities were opened to all employees and ensured that veterans and disabled had an opportunity to advance within the Agency. The Workforce Recruitment Program (WRP) continued to be a very successful hiring program in FY 2018. Three WRP students were hired for temporary summer employment and were placed in various Agency Directorates, based on their skill sets and mission requirements.

### **Reasonable Accommodation (RA) and Section 508 Compliance:**

- Collaborated with HR to increase opportunities for IWD through the use of the Schedule A Hiring Authority, Veterans' programs, such as Wounded Warrior, and the Workforce Recruitment Program.
- Processed 18 RA requests, which included a combination of assistive technologies, sit/stand workstations, chairs, keyboards, flexible work schedules, and medical telework.
- Worked closely with the Information Technology Directorate and Building Manager to provide the approved accommodations for individuals, such as three sit/stand workstations, three heaters and one ergonomic chairs.
- Implemented a Policy Statement on Employment and Advancement of Individuals with Disabilities.
- Educated selecting officials and hiring managers during strategic conversations on Schedule A and other special hiring authorities in support of recruitment efforts.
- Maintained Sign Language Interpreter (SLI) tracking log and kept track of expenditures.
- Provided SLI services for workplace meetings, conferences, training and special events. EO Office received and submitted 281 SLI requests.
- HR coordinated recruitment opportunities to a broad range of individuals by attending veteran and minority-sponsored career fairs and sought partnerships with organizations that provided diverse and qualified applicants.
- Served as advisor and participated in Section 508 Accessibility Team meetings.
- Provided guidance to the Emergency Plan Team concerning evacuation procedures.

## FEORP PROGRESS TRACKER

### PROGRESS TRACKER AND DEMOGRAPHIC DATA EXPLANATORY NOTES FOR PROGRESS TABLES

Formal mentoring or other programs typically will have some of the following characteristics:

Announcement	Organization announces program to all qualified groups and individuals.
Recruitment	Candidates are identified through a request for nominations or for applications to the program.
Competitive Selection	Organization screens and selects candidates based on merit system principles using predetermined criteria for program.
Training	Training program is finalized for selected participants which includes a formal training experience that may involve developmental assignments (continued service agreements usually required).
Monitoring	Organization monitors participants' training activities and progress in program against pre-established objectives.
Evaluation	Organization evaluates effectiveness of the formal training provided to individual participants and the effectiveness of the formal development itself in meeting organizational goals.



FEORP Progress Tracker

<b>Mentoring</b>		<b>Qualitative Questions (Yes or No)</b>
Agency has a Formal Mentoring Program	Response	
	Yes	
Mentoring Training provided	Response	
	Yes	
Program is evaluated	Response	
	Yes	
Feedback is provided	Response	
	Yes	
Program is announced to all qualified individuals	Response	
	Yes	
All employees briefed on agency's Diversity and Inclusion Policies	Response	
	Yes	
<b>Diversity and Inclusion Training</b>	<b>Qualitative Questions (Yes or No)</b>	
Formal Diversity and Inclusion Training provided	Response	
	No	
Training on unconscious bias provided	Response	
	No	
All employees briefed on agency's Diversity and Inclusion Policies	Response	
	Yes	

<b>Diversity and Inclusion Council</b>		<b>Qualitative Questions (Yes or No)</b>	
Agency has a Diversity and Inclusion Council		Response	
		No	
Diversity and Inclusion Council has a charter		Response	
		No	
Members have received training		Response	
		No	
Council's mission aligns to agency mission		Response	
		No	
<b>FEORP Progress Tracker</b>			
<b>Development Program</b>		<b>Qualitative Questions (Yes or No)</b>	
Agency has a Career Development Program		Response	
		Yes	
Program is evaluated		Response	
		Yes	
Program is announced to all qualified individuals		Response	
		Yes	
<b>Mentoring</b>		<b>Quantitative Questions (# or %)</b>	
Frequency of Program Evaluation (e.g., annually, quarterly etc.)		Response	
		Annually	
Percent of employees involved with mentoring		Response	
		52.00%	
Percent of SES involved with mentoring		Response	
		9.00%	

	Response
Percent of managers involved with mentoring	0.00%
	Response
Percent of supervisors involved with mentoring	49.00%
	Response
Count of employees involved with mentoring	65
	Response
Count of SES involved with mentoring	0
	Response
Count of managers involved with mentoring	0
	Response
Count of supervisors involved with mentoring	33
	Response
Total number of employees eligible to participate	1366
FEORP Progress Tracker	
<b>Diversity and Inclusion Training</b>	<b>Quantitative Questions (# or %)</b>
	Response
Frequency of Diversity and Inclusion Training per year (e.g., annually, quarterly etc.)	Quarterly
	Response
Percent of employees who have participated this year in formal Diversity and Inclusion Training	0.00%
	Response

Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training		0.00%
		Response
Count of employees who have participated in formal Diversity and Inclusion Training		0
		Response
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training		0
		Response
Total number of employees eligible to participate (this should not be equal to the total count that has participated unless 100% of workforce has participated)		1366
<b>Diversity and Inclusion Council</b>	<b>Quantitative Questions (# or %)</b>	
		Response
Frequency of council meetings in FY17 (e.g., annually, quarterly etc.)		N/A
		Response
Frequency of council events (e.g., annually, quarterly etc.)		N/A
		Response
Percent of Senior Leadership on council		0.00%
		Response
Percent of employees on council		0.00%
		Response
Count of Senior Leadership on council		0
		Response
Count of employees on council		0
FEORP Progress Tracker		

Development Program		Quantitative Questions (# or %)
Percent of GS1-4 who participated	Response	0.00%
Percent of GS 5-8 who participated	Response	0.00%
Percent of GS 9-12 who participated	Response	4.44%
Percent of GS 13-15 who participated	Response	3.20%
Percent of SES who have participated	Response	0.00%
Count of GS1-4 who have participated	Response	0
Count of GS 5-8 who participated	Response	0
Count of GS 9-12 who participated	Response	12
Count of GS 13-15 who participated	Response	34
Count of SES who participated	Response	0
	Response	

Total number of employees eligible to participate	1366
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**FEORP Progress Tracker**

Does your agency have a Diversity and Inclusion element in the following groups' performance plans (this may also be incorporated in the leading people element)?

**1. D&I Element in SES performance plans**

Yes or No	Percentage
Yes	100.00%

**2. D&I Element in Management/Supervisor performance plans**

Yes or No	Percentage
Yes	100.00%

**3. D&I Element in employee performance plans**

Yes or No	Percentage
No	0.00%

The Agency is covered under DPMAP effective April 1, 2018, and does not contain any specific D&I element, since there is no requirement per the DoD1400.25, Volume 431

**Demographic Information**

<b>Mentoring (Mentee data)</b>	<b>Demographic Data</b>
	Response
Percent of Asian Mentees	2.70%
	Response
Percent of Black Mentees	13.51%
Percent of Hispanic Mentees	Response

	0.00%
	Response
Percent of Native American Mentees	0.00%
	Response
Percent of Native Hawaiian/ Pacific Islander Mentees	0.00%
	Response
Percent of Mentees Two or More Races	8.11%
	Response
Percent of White Mentees	75.68%
	Response
Percent of Female Mentees	51.35%
	Response
Percent of Male Mentees	48.65%
	Response
Percent of Veteran Mentees	37.84%
	Response
Percent of Mentees that are People with Disabilities	5.41%
	Response
Total number of participants (This number is the denominator to calculate the Mentee percentages)	37
Demographic Information	

Mentoring (Mentor data)		Demographic Data
Percent of Asian Mentors	Response	1.92%
Percent of Black Mentors	Response	9.62%
Percent of Hispanic Mentors	Response	1.92%
Percent of Native American Mentors	Response	0.00%
Percent of Native Hawaiian/ Pacific Islander Mentors	Response	0.00%
Percent of Mentors Two or More Races	Response	7.69%
Percent of White Mentors	Response	78.85%
Percent of Female Mentors	Response	36.54%
Percent of Male Mentors	Response	63.46%
Percent of Veteran Mentors	Response	32.69%
Percent of Mentors that are People with Disabilities	Response	7.69%



Total number of Mentors (The number is the denominator to calculate the Mentor percentages)	Response
	52

## Demographic Information

Development Programs	Demographic Data
	Response
Percent of Asians taking part in Development Programs	2.71%
	Response
Percent of Blacks taking part in Development Programs	17.39%
	Response
Percent of Hispanics taking part in Development Programs	2.17%
	Response
Percent of Native Americans taking part in Development Programs	0.00%
	Response
Percent of Native Hawaiian/ Pacific Islanders taking part in Development Programs	0.00%
	Response
Percent of persons Two More or Races taking part in Development Programs	4.35%
	Response
Percent of Whites taking part in Development Programs	73.91%
	Response
Percent of Females taking part in Development Programs	39.13%

	Response
Percent of Males taking part in Development Programs	60.87%
	Response
Percent of Veterans taking part in Development Programs	43.48%
	Response
Percent of People with Disabilities taking part in Development Programs	8.70%
	Response
Total number of participants (This number is the denominator to calculate the Development Program participation percentages)	46

## AGENCY INTRODUCTION

The Defense Threat Reduction Agency (DTRA) enables the Department of Defense (DoD) and the U.S. Government to combat weapons of mass destruction (WMD) and improvised threats and to support an effective and reliable nuclear deterrent. DTRA has a critical role in supporting U.S. national security, the National Defense Strategy, and the Secretary of Defense’s objectives to dissuade, prevent, and deter state and non-state adversaries from acquiring, proliferating, or using WMD or improvised threats. As a Combat Support Agency, DTRA’s expertise and global perspective uniquely postures us to provide rapid solutions to Combatant Command mission requirements, ensuring our programs, expertise, and capabilities are aligned to warfighter needs. DTRA’s analysts, planners, scientists, and program managers work with the interagency to anticipate, illuminate, and proactively disrupt threat networks using our wide range of capabilities. DTRA engages globally to improve our international partners’ ability to prevent, detect, and respond to WMD or improvised threats, aligning our efforts to Combatant Commander priorities. Our experts develop cutting-edge capabilities to better prevent proliferation, deter use, and defeat WMD and improvised threats. We provide research, development, testing, and evaluation of investments focused on maintaining the U.S. military’s

technological superiority and mitigating the risks of technical surprise. The methodologies and tools we develop to share information with other agencies, departments, allies, and partners enable these efforts to have the greatest impact to the warfighter and accelerates progress against key threats.