



Defense Threat Reduction Agency
2019 Annual Federal Equal
Opportunity Recruitment Program
(FEORP)

Fiscal Year 2019 Accomplishments
and Fiscal Year 2020 Plan

Human Resources Directorate
and
Equal Opportunity & Diversity Programs
Office

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



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**ANNUAL FEORP PLAN
CERTIFICATION
FOR THE FISCAL YEAR 2019**

A. Name and Address of Agency:

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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.

Christine V. Enriquez, Colonel Signature *Christine V. Enriquez* Date 20 November 2019
Director, Human Resources Directorate

Willisa M. Donald Signature *Willisa M. Donald* Date 20 November 2019
Director, Equal Opportunity & Diversity Programs Office

Denise A. Lewis Signature *Denise Lewis* Date 20 November 2019
Diversity and Inclusion Program Manager

Accomplishments and Promising Practices

Recruitment Strategies: In FY 2019, 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 worked with Supervisors and Hiring Managers on the Schedule A process, Workforce Recruitment Program (WRP) and the 30% Disabled Veterans Program. Three WRP participants from FY18 were extended in addition to one new participant for FY19. During FY 2019, the Agency also made one Schedule A appointment and hired 101 Veterans, of which 18 had a disability rating of 30% or more.

Agency Mentoring Program: The Agency Mentoring Program grows internal talent and increases the overall communication and collaboration across DTRA as it continues to be the DoD model. The FY 2019 program consisted of 111 civilian employees. Among our mentors were 13 Senior Executive members. DTRA Senior Leaders played an active part in the program by hosting brown bags and participating in key program activities. Senior leaders met with mentees on a regular basis in a relaxed environment to discuss key points centered around the program's featured book, "Becoming a Person of Influence," by John C. Maxwell. The program hosted a workshop that focused on "Increasing your Circle of Influence" and where the speaker helped mentor participants to become stronger leaders through ownership, focus, and commitment. The participants also participated in a "Communicating with Style" session where they explored strategies for building and enhancing productive relationships. A new feature in FY19 was our Mentoring Cafés which allowed mentees to share ideas and best practices with their fellow mentees. We offered a similar session for mentors. The DTRA Director showed his support by meeting with the participants to share mission updates and provided an opportunity for them to ask questions in a casual setting.

Diversity Internship for DTRA: The Pacific Northwest National Laboratory (PNNL) and DTRA continue to collaborate and create opportunities for diverse students in Science, Technology, Engineering and Math and PolySci fields. The Diversity Internship for DTRA (DID) welcomes students currently attending a minority-serving institution (MSI) who are excited about tackling hard problems in National Security and applying cutting-edge research to make our nation safer and stronger. Internships are for 8-12 weeks during the summer and are available in Richland, WA. Travel and housing assistance for interns is also provided. In FY 2019, DTRA sponsored five DID interns and plans to increase that number in the future.

Albuquerque (ABQ) C.U.L.T.U.R.E Initiative: In FY 2019, DTRA ABQ implemented its C.U.L.T.U.R.E. initiative.

- **Care** – Care about what you do every day. Care about each other.
- **U** – You are the most valuable Agency's asset.
- **Learning** – Learn from what we do wrong and what we do right.
- **Teamwork** – Teamwork is the individual commitment to the group effort.
- **Us** – We are in this together.
- **Results** – We are a results oriented Agency.
- **Excellence** - We strive for this in everything we do.

The acronym is a quick focal point and a reminder of the importance of building and enhancing an inclusive culture. Throughout the year, ABQ promoted its C.U.L.T.U.R.E. Conversations through monthly emails as well as hosted various presentations and trainings such as: True Colors

Assessment, Generations in the Workplace Panel Discussion and Implicit Bias training to promote and enhance employee engagement. In addition, ABQ conducted 3 EO for Newcomers and 3 Civil Treatment Training for the workforce.

Federal Employee Viewpoint Survey: EO administered the FY 2019 FEVS and engaged the DTRA Senior Leaders and Directorates to communicate the Agency's employee survey results. Some of the highlights were the Agency employees loved the mission, 96% expressed that they are willing to put in the extra effort to get the job done. Employees (95%) also indicated that they are always looking for better ways to do their jobs and 88% of DTRA employees felt that the organization is prepared for potential security threats. The most notable change was the positive trend concerning "poor performers". Employees (41%) indicated steps are taken to deal with poor performers, an increase of +5% from 2018; employees (56%) felt that they are recognized for doing a good job, an increase of +5% from 2018. Employees (45%) also felt that differences in performance are recognized in a meaningful way, also a +5% increase from 2018. Additionally, there was a +4% increase from 2018 for the following questions; employees (71%) indicated that prohibited practices are not tolerated; and 67% of the employees understood what was needed to be rated at different performance levels.

Climate Assessment: As a result of the Office of Personnel Management (OPM), Federal Employee Viewpoint Survey (FEVS), the Agency Director instructed the EO Office to aggressively address the FEVS issues and identify trends Agency-wide. During FY 2019, the Proactive Prevention Team utilized the DTRA High Negative and Trailing items to develop and administer an Agency-wide Climate Assessment for 10 of the Agency Directorates to identify blind-spots and trends. Additionally, EO solicited inputs and recommendations from each Directorate to address the issue with poor performers and develop best practices for Employee Engagement.

DIVERSITY AND INCLUSION STRATEGIC PLAN

The Defense Threat Reduction Agency (DTRA) has set the following goals for Fiscal Year (FY) 2020 Inclusive Diversity Strategic Plan

Goal 1: Diversify DTRA's Workforce through Active Recruitment:

Fiscal Year (FY) 2020 Recruitment Strategies: DTRA Human Resources (HR) Directorate will continue to implement broad outreach strategies to shape the next generation workforce that possess DTRA's select critical emerging skillsets. For FY 2020, we have embarked on an intentionally targeted outreach and engagement plan to target a diverse, highly qualified workforce with the knowledge, skills and abilities to meet the Agency's need now and in the future. The Agency will continue to maximize the use of 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.

Develop Strategic Partnership with Academic Institutions and Associations: To further programmatic success, DTRA will bolster existing well-established outreach relationships while building new relationships and partnerships for recruitment opportunities. The Agency already works with hundreds of identified schools/universities, specifically targeting career services, faculty members, student organizations, and clubs, etc. to facilitate targeted recruiting and outreach efforts. Additionally, providing opportunities for students, Career Services staff, and faculty members to visit DTRA work sites to observe firsthand the exciting mission tasks being accomplished by the Agency.

Support Minority Serving Institutions: DTRA will continue its partnerships with minority serving institutions, affinity groups, Wounded Warrior Transition Units, Transitioning Services Offices, and STEM organizations by engaging program offices, information sessions, STEM competitions, etc. to ensure the recruitment of a diverse workforce.

Goal 2: Including and Engaging DTRA's Workforce:

Employee Resource Groups (ERGS): The EO Office will finalize the ERG charter and establish its Agency-wide ERGs in FY 2020 to assist in engaging employees and to carry out the Agency's strategic goals and priorities. The ERGs will:

- Improve the corporate culture
- Assist with Special Emphasis events and support D&I goals
- Contribute to the success of the Agency through diverse ideas
- Aid in the Agency recruitment efforts of diversify applicant pool
- Create a climate to enhance employee engagement and retention
- Foster employee connectivity and professional development through support of Mentoring, networking and workshops

EO will continue to engage SES's to serve as ERG champions for the following groups: Hispanics, Women, African American, Native American, Asian, American/Pacific Islander, Individuals with Disabilities and Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex and Advocate.

Diversity and Inclusion Council: In FY 2020, the Agency anticipates establishing a Diversity and Inclusion Council. The first priority would be to develop and finalize the Diversity and Inclusion Strategic Plan in accordance with Office of Personnel Management (OPM) 2016 Government-wide (second phase) D&I framework. The facilitated effort with members of the D&I Council will provide various perspectives and ideas and ensure an inclusive Agency plan.

Employee Engagement Initiatives: The Agency will evaluate the Federal Employee Viewpoint Survey (FEVS) to determine the organization's increases and decreases in Employee Engagement, Global Satisfaction and New IQ index scores to determine the percentage of responses in the FEVS and seek to identify best practices and lessons learned. EO will also pilot cultural awareness campaigns to enhance the Agency's culture in various remote locations throughout the Agency. These efforts will ensure everyone is valued, appreciated and treated with respect while building a healthy and inclusive culture.

Diversity and Inclusion (D&I) Dialogues Training Initiatives: EO will continue to provide training on Cultural Competency, Cultural Diversity, Inclusion, Bullying in the Workplace, Micro-Aggressions, Diversity in Mediation and Implicit and Unconscious Bias for the workforce to ensure awareness and discuss topics to help reduce cultural blind-spots. In addition, we will host quarterly Women in the Workplace (Lean In) Brown Bags sessions to encourage women (co-workers, colleagues, etc.) to learn new skills, share ideas, network, and address some of the ongoing workplace trends.

Anti-Harassment Program (AHP): In FY 2020, the Agency will finalize and issue the Anti-Harassment policy as well as provide training to supervisors and managers on how to take immediate and appropriate corrective actions to prevent harassing conduct in the workplace. The team will host a Harassment Free Work Zone week to promote the AHP program.

Goal 3: Optimize Inclusive Diversity Effort using Data Driven Approaches

EEO Complaints: EO will continue to assess and update its current iComplaints data management tool as well as strengthen EEO Compliance by conducting comprehensive analysis to identify discrimination and complaint trends within the workplace. These efforts will ensure efficient access and ease in the 462 report and No FEAR quarterly and annual reports.

Collect and Analyze External Applicant Flow Data: The Agency will continue to collect and analyze applicant flow data to determine areas of low participant rates in its applicant pool and determine areas of improvement in the Agency's recruitment efforts. This information will be analyzed to learn the current demographics of the applicant pool and determine how our current recruiting and outreach practices can reach a diverse pool of qualified jobseekers.

STRATEGIC ACTIVITIES RELATING TO HISPANIC EMPLOYMENT ACTIVITIES

In FY 2019, the Defense Threat Reduction Agency (DTRA) continues to use a variety of strategic initiatives to improve Hispanic Employment within the Agency.

Hispanic Working Group (HWG): In FY 2019, the DTRA Albuquerque (ABQ) EO Office reestablished the Hispanic Working Group (HWG) to assist with identifying and addressing barriers causing the low participation rate. There were nine individuals who volunteered to support this effort, including an HR Representative, the ABQ Site Chief and two Active Duty personnel. The group began discussion on topics such as recruitment, retention and advancement of Hispanics within DTRA. The initial effort consisted of reviewing the 2014 Hispanic Barrier Analysis Final Report, specifically, the HWG Recommendation Matrix to identify completed items as well as actions to be resolved. The intent of the HWG is to engage its employees while examining and addressing employment-related issues.

Recruitment and Outreach: EO and HR attended numerous recruitment and outreach efforts with a potentially high Hispanic participation rates including the Kirtland AFB Air Show (May 2019) and the Transition Assistance Program (TAPS) Job Information Fair (May 2019). The Oak Ridge Institute for Science and Education (ORISE), conducted an in-residence Joint Science and Technology Institute (JSTI) Science, Technology, Engineering, and Mathematics (STEM) camp with the Agency's participation. Also in FY 2019, the Agency reached out to the University of New Mexico, New Mexico State University, Hispanic Association of Colleges and Universities (HACU), to provide information briefing sessions. We also partnered with other government agencies such as the National Nuclear Security Agency (NNSA), Kirtland Air Force Base (KAFB) and Raymond G. Murphy VA Medical Center (New Mexico, VAMC) for outreach, resource sharing and best practices.

Establishing Partnerships: DTRA continues to attend quarterly Albuquerque Hispano Chamber of Commerce meetings, comprised of National, State and Federal stakeholders, to identify ways to attract and retain local Hispanic talents. The Agency established partnerships with other government agencies such as NNSA, KAFB and New Mexico VAMC as well as professional Hispanic affinity organizations such as the League of United Latin American Citizens Conference (LULAC) to market DTRA as an employer of choice. Also, in FY 2019, the Agency systemically provided reminders to the workforce to examine their personnel records and correct any self-identification discrepancies in the MyBiz + /HR Application.

DTRA continues to provide strategic outreach to affinity groups and Hispanic partner organizations. The Agency will strengthen its recruitment, career development and retention of Hispanic by ensuring that its' recruitment efforts are tied to overarching Diversity and Inclusion goals. Planned activities include the following efforts:

- 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 and perform a comprehensive analysis to determine the causes of high separation rates for Hispanic employees.
- 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, individuals with disabilities, and veterans who possess the skills and competencies needed by the Agency.
- Pilot a direct recruitment initiative by presenting DTRA job announcements to Hispanic serving partners.
- Increase career ladder positions to broaden leadership opportunities within.

STRATEGIC ACTIVITIES AND ACCOMPLISHMENTS RELATING TO THE EMPLOYMENT OF INDIVIDUALS WITH DISABILITIES

DTRA continually strived to meet the DoD and Equal Employment Opportunity Commission (EEOC) challenge to increase our participation rate of Individuals with Targeted Disabilities (IwTDs) to 2% by 2020.

Disability Employment Program: The Workforce Recruitment Program (WRP) continues to be a success in FY 2019. Four college students were hired for temporary summer employment and were placed in various Directorates utilizing their skills to support the mission. Two WRP interns were hired permanently into government positions. DTRA continues to recruit Veterans, especially those who are 30 percent or more disabled. At the end of FY 2019, DTRA employed 1,413 of which 781 (55%) are Veterans. Of the 781 Veterans, 56 (7%) are identified as disabled Veterans, and 117(15%) are identified as 30% or more disabled Veterans. In FY 2019, there were a total of 189 new hires, 101 (53%) of the new hires were Veterans and 18 (10%) were identified as 30% or more disabled Veterans.

National Disability Employment Awareness Month: The Agency hosted the Disability Awareness Employment Month Observance with the theme, “The Right Talent, Right Now.” There were a series of weekly events during the month of October. The kick-off event was led by Lieutenant General Rogers, the Agency’s Deputy Director. The second week, two representatives from the Computer/Electronic Accommodations Program (CAP) conducted training to educate the workforce on the benefits of utilizing CAP to support the Agency’s Reasonable Accommodation (RA) needs. The Agency also co-hosted the National Disability Employment Awareness Month Program with the Defense Logistics Agency – Energy and our guest speaker was Colonel (COL) (Retired) Gregory Gadson. COL (R) Gadson lost both legs (above the knees) and the normal use of his right arm in the military. Despite his injuries, COL (R) Gadson remained on active duty in the Army and continued to inspire many with his message of courage, perseverance, determination and teamwork. We concluded the month with a Disability Etiquette Training course to educate the workforce on the proper ways to interact with IwDs.

Reasonable Accommodation (RA) and Section 508 Compliance: The Agency processed 33 RA requests, which included a combination of assistive technologies, sit/stand workstations, chairs, keyboards, flexible work schedules, and medical telework. The RA Program Managers worked closely with the Information Technology Directorate and Building Manager to provide the approved accommodations for individuals, such as 15 sit/stand workstations, 1 heater and 11 ergonomic chairs.

The Agency FY 2020 Planned Activities are as follows:

- Collaborate with HR to increase opportunities for IwD through the use of the Schedule A Hiring Authority, Veterans’ programs, such as Wounded Warrior, and the WRP.
- Work closely with the Information Technology Directorate and Building Manager to ensure accommodations are available for IwD disabilities.
- Collaborate with HR to conduct training for hiring managers on employment of IwDs, including the use of special hiring authorities and disability etiquette.
- Partner with HR to conduct quarterly WRP Supervisor/Hiring Managers Brown Bag sessions to inform supervisors of the program and how to hire students with IwDs.

- Host quarterly meetings with Managers and individuals who utilize the Sign Language Interpreters (SLI) services.
- Served as advisor and participated in Section 508 Accessibility Team meetings, track and resolve all incoming Section 508 inquiries.
- Annually meet with the Facilities Manager to ensure guidelines are in compliance with Architectural Barriers Act guidelines.
- Promote and provide briefing sessions on the Schedule A hiring authority and WRP for hiring managers.
- Provided guidance to the Emergency Plan Team concerning evacuation procedures.

FY 2019 FEORP Progress Tracker

Type Agency Name Below

DEFENSE THREAT REDUCTION AGENCY

Mentoring

Mentoring

Qualitative Questions Text)

If "No" or "Other", please use this section to provide a detailed explanation.

Agency has a Formal Mentoring Program	Response	
	Yes	
Mentoring Training provided	Response	
	Yes	
Program is evaluated	Response	
	Yes	
Frequency of Program Evaluation (e.g. annual, semiannual, quarterly, other)	Response	
	Annual	
Feedback is provided	Response	
	Yes	
Program is announced to all qualified individuals	Response	
	Yes	
Agency collects demographic data of mentoring participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response	
	Yes	
Mentoring		
Quantitative Questions (# or %)		
	Response	

Percent of employees involved with mentoring in FY 2019	7.06%	
Percent of SES involved with mentoring in FY 2019	Response	
	81.25%	
Percent of managers involved with mentoring in FY 2019	Response	
	N/A	
Percent of supervisors involved with mentoring in FY 2019	Response	
	14.93%	
Count of employees involved with mentoring in FY 2019	Response	
	111	
Count of SES involved with mentoring in FY 2019	Response	
	13	
Count of managers involved with mentoring in FY 2019	Response	
	N/A	
Count of supervisors involved with mentoring in FY 2019	Response	
	43	
Total number of employees eligible to participate in FY 2019	Response	
	1573	

Diversity and Inclusion Training

Diversity and Inclusion Training Qualitative Questions (Text)		If "No" or "Other", please use this section to provide a detailed explanation.
Formal Diversity and Inclusion Training provided	Response	
	Yes	
Frequency of Diversity and Inclusion Training per year (e.g. annual, semiannual, quarterly, other)	Response	
	Annual	
All employees briefed on agency's Diversity and Inclusion Policies	Response	
	Yes	

Diversity and Inclusion Training Quantitative Questions (# or %)		
Percent of employees who have participated in formal Diversity and Inclusion Training in FY 2019	Response	
	6.00%	
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2019	Response	
	6.00%	
Count of employees who have participated in formal Diversity and Inclusion Training in FY 2019	Response	
	93	
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2019	Response	
	94	
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) in FY 2019	Response	
	1413	

Diversity and Inclusion Council

Diversity and Inclusion Council Qualitative Questions (Text)		If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a Diversity and Inclusion Council	Response	The Agency will establish the D&I Council in FY 2020
	No	
Diversity and Inclusion Council has a charter	Response	The Agency will develop a charter in FY 2020
	No	
Council members have received training	Response	The Agency currently do not have a Council
	No	
Council's mission aligns to agency mission	Response	In FY 2020, the D&I Council will align it's mission with the Agency's mission
	No	
Frequency of council meetings (e.g. annual, semiannual, quarterly, other)	Response	The Agency currently do not have a Council
	Other	

Diversity and Inclusion Council Quantitative Questions (# or %)		
Percent of employees on council	Response	
	0.00%	
Percent of Senior Leadership on council	Response	
	0.00%	
Count of employees on council	Response	
	0	
Count of Senior Leadership on council	Response	
	0	
Total number of people on council	Response	
	0	

Development Programs

Development Programs Qualitative Questions (Yes or No)		If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a SES Candidate Development Program that is announced to all qualified individuals	Response	DoD does not have an SES Candidate Development Program in place.
	No	
The SES Candidate Development Program is evaluated regularly	Response	N/A - program in not in place.
	No	
Agency has a Career Development Program that is announced to all qualified individuals (this is a CDP that is different from the SES CDP program and geared towards the lower grade levels)	Response	
	Yes	
The Career Development Program is evaluated regularly	Response	
	Yes	
Agency collects demographic data of development program participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response	
	Yes	

Development Program		
Quantitative Questions (# or %)		
Percent of employees who participated in the SES Candidate Development Program in FY 2019	Response	
	N/A	
Percent of employees who participated in a Career Development Program in FY 2019	Response	
	1.02%	
Count of employees who participated in the SES Candidate Development Program in FY 2019	Response	
	N/A	
Count of employees who participated in a Career Development Program in FY 2019	Response	
	16	

Performance Plans

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

D&I Element in SES performance plans			Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count	
Yes	100.00%	16	
D&I Element in Management/Supervisor performance plans			Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count	
Yes	100.00%	216	
D&I Element in employee performance plans			Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count	
No	0.00%	1187	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 DoD1400.25, Volume 431.
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