

Affirmative Action Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

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

Section I: Efforts to Reach Regulatory Goals

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

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

a. Cluster GS-1 to GS-10 (PWD) Answer No

b. Cluster GS-11 to SES (PWD) Answer Yes

For Cluster GS-11 to SES, PWDs comprise 9.0% of our workforce. This is nearly a 0.4 percentage point increase over last year's 8.61%; however, we are lower than the EEOC's benchmark of 12%.

*For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. § 1614.203(d)(7). For all other pay plans, please use the approximate grade clusters that are above or below GS-11 Step 1 in the Washington, DC metropolitan region.

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

a. Cluster GS-1 to GS-10 (PWTD) Answer No

b. Cluster GS-11 to SES (PWTD) Answer No

| Grade Level Cluster(GS or Alternate Pay Planb) | Total | Reportable Disability | | Targeted Disability | |
|--|-------|-----------------------|-------|---------------------|------|
| | # | # | % | # | % |
| Numerical Goal | -- | 12% | | 2% | |
| Grades GS-1 to GS-10 | 14220 | 3745 | 26.34 | 1058 | 7.44 |
| Grades GS-11 to SES | 39290 | 3532 | 8.99 | 1093 | 2.78 |

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

During the "State of the Agency" briefing, the EEO Director provided information and opportunities to Executive staff members about the agency's goals.

Section II: Model Disability Program

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

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

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

Answer Yes

The agency has designated qualified personnel to implement the disability program. The agency has institutionalized its strategic plan for advancing efforts towards the disability program.

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

| Disability Program Task | # of FTE Staff By Employment Status | | | Responsible Official (Name, Title, Office Email) |
|--|-------------------------------------|-----------|-----------------|--|
| | Full Time | Part Time | Collateral Duty | |
| Processing applications from PWD and PWTD | 0 | 0 | 11 | Thomas Graham Supervisory Human Resources Specialist Thomas.Graham@ssa.gov |
| Architectural Barriers Act Compliance | 1 | 0 | 0 | Matthew Foley Director, Division of Architectural and Engineering Services Matthew.Foley@ssa.gov |
| Processing reasonable accommodation requests from applicants and employees | 26 | 0 | 120 | Tamara Stenzel NRAC Tamara.Stenzel@ssa.gov |
| Answering questions from the public about hiring authorities that take disability into account | 0 | 0 | 11 | Daniel Goodlin Human Resources Specialist Daniel.Goodlin@ssa.gov |
| Section 508 Compliance | 21 | 0 | 0 | Pierce Crowell Section 508 Program Managers Pierce.Crowell@ssa.gov |
| Special Emphasis Program for PWD and PWTD | 6 | 0 | 0 | David V. Smith Special Emphasis Team Leader David.V.Smith@ssa.gov |

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

Answer Yes

The Center for Accommodations and Disability Services (CADS) staff participated in virtual external reasonable accommodation (RA) trainings sponsored by the National Employment Law Institute on September 30, 2020 (Americans with Disabilities Act workshop), and webinar workshops from the Federal Employment Law Training Group workshops on various Reasonable Accommodations topics (July 20 and 29). In addition, CADS also participated in continued internal training sessions on complete staff work and business writing among other topics, COVID-19 limited external training opportunities. CADS staff also received regular on-the-job training to enhance skills on agency-specific RA processing issues. CADS provides training to new Component/Regional Reasonable Accommodation Coordinators (RAC) on the reasonable accommodations program on an as-needed basis, as well as ongoing training to all RACs through training sessions on special topics and regular RAC calls throughout the year. Each fiscal year, the agency holds regular training nationwide with Selective Placement Program Coordinators (SPPC). The SPPCs for headquarters and the regions serve as a vehicle for training and sharing of best practices on disability-related topics, such as

recruitment, hiring, and retention of PWD. Training and information sharing amongst SPPCs are key to promoting agency-wide buy-in, awareness, and engagement in achieving its goal to become a model employer for PWD.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Answer Yes

The agency provided more than \$16 million to fund accommodations through centralized funds. These include items and services such as assistive technology (and related training), adaptive devices, reader and personal assistants, interpreter services, and related services for employees who are deaf or hard of hearing. Additionally, the agency utilized funding authorized through CARES act legislation as part of its COVID-19 response to ensure that the agency provided EWD with the necessary assistive technology, equipment, and other items (i.e. ergonomic chairs and/or furniture) at ADS to enable performance of their essential functions through telework. Through the agency’s recruitment and Selective Placement framework, it invests resources in targeted recruitment to build a candidate pool of highly skilled PWD and PWTD. The agency targets specific areas that it gears toward those with a disability such as job fairs, virtual fairs, and special recruitment events.

Section III: Program Deficiencies In The Disability Program

| | | | |
|--|---|---|---|
| Brief Description of Program Deficiency | 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. | | |
| Objective | Produce reliable data from RA database and devise a strategy to increase the timeliness of these requests. | | |
| Target Date | Sep 30, 2021 | | |
| Completion Date | | | |
| Planned Activities | <u>Target Date</u> | <u>Completion Date</u> | <u>Planned Activity</u> |
| | Jan 30, 2019 | | Begin producing monthly reports for RACs by region and component on all local RA requests to encourage greater adherence to consistent and accurate data entry and the timeliness standard of effectuating decisions within 45 calendar days excluding days awaiting medical information. |
| | Aug 30, 2020 | | Hold Training Conference for RACs on various RA issues including the RAPIDS 3.0 database; through face-to-face instructor-led training, various RA case scenarios to ensure a baseline level of knowledge on proper RA processing, including accurate and timely data entry. |
| | Sep 30, 2020 | | Continue holding monthly RAC calls and training, via phone, geared towards ensuring consistent and accurate data entry and devise a strategy to increase processing RA requests. |
| Accomplishments | <u>Fiscal Year</u> | <u>Accomplishment</u> | |
| | 2019 | <p>In FY 2018, the agency implemented an upgraded reasonable accommodation (RA) data system (May 9, 2018). Throughout FY 2019, CADS held recurring calls with all systems end-users who serve as RACs across the 10 SSA regions and headquarters components to review data entry practices and address user issues. Additionally, CADS provided just-in-time system administrative support through a dedicated mailbox to answer questions and correct inputs as needed. Additionally, the agency took steps to ensure that it makes decisions on 90 percent of all RA requests within the timeframe set forth in its reasonable accommodation (RA) policy. Specifically, SSA’s RA policy requires the agency to make a decision within 45 calendar days of receiving a request, excluding days awaiting medical documentation, absent extenuating circumstances. FY 2019 was the first full year that SSA’s RA data system had the capacity to account for the time spent waiting for medical documentation from the employee. As a result, CADS is taking steps to address both data reliability and timeliness issues. Specifically, CADS assigned a GS-14 analyst to coordinate efforts to improve data reliability and overall timelines. These efforts include:</p> <ul style="list-style-type: none"> • Regularly reviewing regional and component level data to identify data entry errors and timeliness issues; • Conducting regular RAC calls and trainings, via phone and Skype, that are geared to ensuring consistent and accurate data entry, processing RA requests as expeditiously as possible, and producing reports for their respective components and regions; • Conducting an in-depth RAC training conference via Adobe Connect over the course of a few days at the end of the FY 2020; • Utilizing detailees from the Office of General Counsel on a rotating basis to conduct quality reviews of National Reasonable Accommodation Coordinator decisions to ensure those decisions are supported by the evidence in the record; and • Regularly reviewing and modifying internal business processes to improve RA processing times. | |

| | | | |
|---------------------------|---|---|---|
| Objective | Make decisions on all RA requests in 45 days from the date of the request, less the number of days waiting for medical documentation. | | |
| Target Date | Jun 30, 2022 | | |
| Completion Date | | | |
| Planned Activities | <u><i>Target Date</i></u> | <u><i>Completion Date</i></u> | <u><i>Planned Activity</i></u> |
| | Jan 30, 2019 | | Begin producing monthly reports for RACs by region and component on all requests to encourage greater adherence to consistent and accurate data entry and the timeliness standard of effectuating decisions within 45 calendar days excluding days awaiting medical information |
| | Aug 30, 2020 | | Hold virtual training conference for RACs on various RA topics to share knowledge on addressing timeliness issues and ensure a baseline level of knowledge on proper RA processing, including accurate and timely data entry |
| | Jun 30, 2021 | | Analyze RA data to determine the potential reasons for the compliance percentages and develop and implement a strategy to address those issues |
| | Sep 30, 2021 | | Continue holding bimonthly RAC calls and training, via phone, geared towards ensuring consistent and accurate data entry and devise a strategy to increase processing RA requests |
| Accomplishments | <u><i>Fiscal Year</i></u> | <u><i>Accomplishment</i></u> | |
| | 2020 | Throughout FY 2020, CADS held recurring calls with all systems end-users who serve as RACs across the 10 SSA regions and headquarters components to review data entry practices and address user issues. Additionally, CADS provided just-in-time system administrative support through a dedicated mailbox to answer questions and correct inputs as needed. In FY 2020, CADS assigned a GS-14 analyst to coordinate efforts to improve data reliability and overall timeliness. These efforts included: • Regularly reviewing regional and component-level data to identify data entry errors and timeliness issues; • Conducting regular RAC calls and trainings, via phone and Skype, that are geared to ensuring consistent and accurate data entry, processing RA requests as expeditiously as possible, and producing reports for their respective components and regions (three training sessions were held in February, June, and August 2020); • Regularly reviewing and modifying internal business processes to improve RA processing times. Unfortunately, due to unforeseen circumstances, the dedicated employee left the agency during Quarter 4 of FY 2020. CADS is in the process of backfilling this role and expects to have the new staff resource on-boarded by the end of FY 2021. | |

| | | | |
|--|---|-------------------------------|---|
| Brief Description of Program Deficiency | C.3.b.6. Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)] | | |
| Objective | Update manager and supervisor performance evaluations to include EEO activities | | |
| Target Date | Sep 30, 2021 | | |
| Completion Date | | | |
| Planned Activities | <u><i>Target Date</i></u> | <u><i>Completion Date</i></u> | <u><i>Planned Activity</i></u> |
| | Sep 30, 2021 | | Collaborate with the Office of Personnel on a strategy to include performance evaluations on EEO activities for managers and supervisors. |
| Accomplishments | <u><i>Fiscal Year</i></u> | <u><i>Accomplishment</i></u> | |

Section IV: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

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

In its effort to attract and hire a diverse workforce, the agency uses a variety of resources to identify job applicants with disabilities, including, but not limited to: • A Selective Placement Program to assist individuals with disabilities (IWD) to obtain employment consistent with their level of skills and abilities without having to compete for positions; • A designated SPPC in each region and major component to lead and maintain the agency's recruitment efforts for IWD and to promote the use of the Schedule A hiring authority, 5 CFR 213.3102(u); • Vacancy announcements on USAJOBS, targeting IWDs, posted by the headquarters servicing personnel office (SPO) and many regional SPOs. Each vacancy directed the IWD to identify specific job occupations of interest. The vacancy allowed each IWD to upload documents certifying their disability status for verification, a résumé, and transcripts (if applicable). Selecting officials were afforded the option of requesting names of qualified IWD candidates for a particular skill set to fill a vacancy under the Schedule A appointment authority; • Selective placement email boxes, maintained by the SPPCs, where both internal and external customers can contact the agency looking for employment under the Schedule A hiring authority. These email addresses, as well as additional contact information for the SPPCs, are available on the Office of Personnel Management's Selective Placement website; • Use of non-paid internship programs to recruit and refer IWD and disabled veterans for full-time or part-time work over a 4-month to 12-month period, without cost to the agency. Managers can evaluate the IWD/veteran for potential employment as the intern strengthens specific work skill sets and knowledge of agency procedures and protocols; • Participate in internship, mentorship, and hiring programs for students and recent graduates with disabilities; • Use of the Department of Veterans Affairs' Non-Paid Work Experience (NPWE) and the Department of Defense's Operation Warfighter (OWF) programs to assist veterans with service-connected disabilities and wounded warriors, still on active duty, to prepare for, find, and keep suitable jobs; and • Use of a Careers website, where individuals seeking employment can get information on career paths and hiring programs as well as use of a Careers website for IWD that provides information on the Selective Placement Program, the Schedule A hiring authority, and reasonable accommodation.

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

To use hiring authorities that take disability into account and to recruit PWD and PWTD for permanent workforce positions, the agency: • Assists components, with hiring authority in finding potential candidates eligible to be hired under the Schedule A hiring authority, emphasizing the untapped talent pool. This eliminates the need to post a position, thus saving time and resources. • Maintains, via the SPPCs, selective placement email boxes where both internal and external customers can contact the agency seeking employment under the Schedule A hiring authority. • Facilitates a quarterly cadre call with the SPPCs and the national recruitment team, in each region and major component, to promote the use of the Schedule A hiring authority. • Participates in workshops at organizations that provide services to IWD and veterans with disabilities. Provides information on the Federal hiring process, noncompetitive hiring authorities, applying for jobs at the agency, and job skills to assist IWD and disabled veterans in their search for Federal employment. • Participates in career fairs targeting IWD and veterans with disabilities. These fairs connect IWD and disabled veterans with recruiters to increase their awareness of diverse career opportunities with the agency. The fairs provide recruiters with access to a large pool of candidates who have a variety of skills to consider for current and future vacancies. The fairs provide an opportunity to enhance the agency's established relationships with organizations that serve the IWD and veteran populations. The fairs also provide an additional avenue to publicize USAJOBS vacancies specifically geared to IWD. • Partners with educational institutions, including community colleges, universities, and other institutions of learning and/or training, that offer programs for individuals with specific disabilities, such as persons who are blind, deaf, and have learning disabilities. • Engages with social service agencies, including labor organizations, organizations of and for IWD, and other such entities that may provide referrals (i.e., private recruiting sources, including professional organizations, consulting services, and organizations with expertise in disability).

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

To determine if an individual is eligible for appointment under Schedule A, the individual must provide proof of disability which: • Must be from a licensed medical professional; a licensed vocational rehabilitation specialist (State or private); or a Federal or State

agency or an agency of the District of Columbia or a U.S. territory that issues or provides disability benefits; • Must be on official letterhead and include a signature; and • Must meet basic qualifications of the job. The SPPCs work with components, with hiring authority, to identify potential candidates using a USAJOBS vacancy geared towards IWD, or the Workforce Recruitment Program. SSA searches for candidates based on skill sets needed by the components, as well as geographic location. Staffing specialists review résumés to determine if the potential applicants meet the educational and experience requirements of the job. Staffing specialists sent résumé pools to the hiring managers for possible interview. The staff provides component briefings on an annual basis on workforce profiles. OCREO also meets with components as needed (when hiring allocations are available) to provide information on Schedule A and veterans hiring authorities and résumé pools to assist them in hiring.

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

Answer Yes

As part of the agency’s Employer of Choice for Employees with Disabilities initiative, the agency created training material. The training covers the Schedule A hiring authority, Selective Placement Program, Do’s and Don’ts of interviewing IWD, partnerships and outreach, and resources for locating qualified candidates with disabilities. The training is mandatory and viewed annually. The agency also provides mandatory annual training to managers and HR Staff on the agency’s Veterans Employment Initiative, which includes information about veterans’ hiring authorities, including 30 percent or more disabled. The agency created a series of trainings, via video on demand, for staff to view annually. Topics include “To Post or Not to Post,” How to Identify Available Hiring Authorities,” and “Targeted Recruitment.” The series of trainings help in the agency’s effort to recruit and hire IWD.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

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

The agency establishes and maintains contact with disability organizations involved in the placement of applicants with disabilities to provide information about the agency and job opportunities and to facilitate the placement of applicants with disabilities in our organization. The agency established partnerships, through outreach efforts, with organizations that service IWD, which facilitate publicizing agency jobs and employment programs. These organizations are a pipeline of untapped talent, providing the agency with potential job applicants as well as interns for the agency’s non-paid internship programs. Career/Job Fairs The agency actively participates in career fairs targeting IWD and veterans with disabilities. These fairs connect IWD and disabled veterans with SPPC recruiters and Human Resources staff to increase awareness of diverse career opportunities with the agency. The fairs provide an opportunity to enhance our established relationships with organizations that serve the IWD and veteran populations, which are an additional avenue to publicize jobs to qualified candidates. Due to COVID-19, SSA has participated in numerous virtual fairs, where individuals may “visit” SSA’s recruitment booth to begin a chat with representatives from SSA’s Recruitment Cadre nationwide.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

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

a. New Hires for Permanent Workforce (PWD) Answer No

b. New Hires for Permanent Workforce (PWTD) Answer No

The agency exceeded the PWD and PWTD benchmarks for new hires in the permanent workforce.

| New Hires | Total | Reportable Disability | | Targeted Disability | |
|-----------|-------|-----------------------|---------------------|---------------------|---------------------|
| | | Permanent Workforce | Temporary Workforce | Permanent Workforce | Temporary Workforce |

| | (#) | (%) | (%) | (%) | (%) |
|---------------------------|-------|-------|------|------|------|
| % of Total Applicants | 45694 | 5.23 | 0.00 | 2.95 | 0.00 |
| % of Qualified Applicants | 21980 | 4.86 | 0.00 | 2.54 | 0.00 |
| % of New Hires | 2455 | 15.89 | 0.00 | 2.93 | 0.00 |

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission- critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for MCO (PWD) Answer No

b. New Hires for MCO (PWTD) Answer No

| New Hires to Mission-Critical Occupations | Total (#) | Reportable Disability | | Targetable Disability | |
|---|--------------|-----------------------------|------------------|-----------------------------|------------------|
| | | Qualified Applicants (%) | New Hires (%) | Qualified Applicants (%) | New Hires (%) |
| Numerical Goal | -- | 12% | | 2% | |
| 0105SOCIAL INSURANCE SPECIALIST | 253 | 190.91 | 57.71 | 103.95 | 6.72 |
| 0343MANAGEMENT PROGRAM ANALYST | 2 | 150.00 | 50.00 | 100.00 | 0.00 |
| 0962CONTACT REPRESENTATIVE | 263 | 213.31 | 90.49 | 107.98 | 20.91 |
| 2210INFORMATION TECHNOLOGY SPECIALIST | 35 | 62.86 | 14.29 | 28.57 | 0.00 |

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified internal applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Qualified Applicants for MCO (PWD) Answer No

b. Qualified Applicants for MCO (PWTD) Answer No

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission- critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Promotions for MCO (PWD) Answer No

b. Promotions for MCO (PWTD) Answer No

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

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

A. ADVANCEMENT PROGRAM PLAN

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

SSA's approach includes the following: • Management and Employee Training; • Support of Persons with Disabilities; and • Evaluation and Analysis. Management and Employee Training The agency developed and provided management and employee training in areas that promote PWD opportunities for advancement such as the annual Employer Awareness Training. Annually, the agency provides mandatory training to managers and human resources staff to equip them with the knowledge and resources they need to participate in the recruitment and hiring of PWD successfully. The training covers the Schedule A hiring authority, Selective Placement Program, Do's and Don'ts of Interviewing PWD, partnerships and outreach, and resources for locating qualified candidates with disabilities. Support of Persons with Disabilities At nearly 11 percent, SSA has one of the highest levels of representation of PWD in Federal Government. Further, the agency is one of the few Federal agencies to meet the Federal Government's goal of a 2-percent representation rate of employees with targeted disabilities. The agency has made significant agency-wide changes related to providing reasonable accommodation (RA), training and career development, and improved access to electronic information to enhance the potential for PWD/PWTD. The agency implemented a centralized RA program to facilitate the accuracy, consistency, and timeliness of RA decisions to help ensure that PWD/PWTD have the tools necessary to perform the duties of their position. The agency offers virtual details and provides local points of contact to ensure the success of PWD/PWTD participation in these developmental activities. The agency provides face-to-face and virtual mentoring to foster relationships that enhance personal and professional growth and development. Evaluation and Analysis The agency takes a multifaceted approach to evaluate and analyze the success of its methods for ensuring PWD have sufficient opportunities for advancement. This approach includes Barrier Analysis, Human Capital Framework Assessments (HCFA), and various surveys. OCREO analyzes EEO data to find and address potential barriers that may affect the PWD population. OPE conducts HCFAs of agency Servicing Personnel Offices to ensure compliance with Merit System Principles, Prohibited Personnel Practices, and EEO laws. The Office of Strategy, Learning, and Workforce Development (OSLWD) provides leadership, oversight, and consultation within the Office of Human Resources and across the agency to effectively plan, implement, and evaluate human capital management activities. Through the dissemination of New Hire Surveys, facilitation of the Federal Employee Viewpoint Survey, and management of the agency's Exit Interview and Exit Survey processes, OSLWD provides integrated evaluation processes that assess progress toward the agency's human capital goals, and moves the agency forward in its goals of achieving and maintaining "Model EEO Agency" status. These activities, among others, not only assist OPE in the identification of innovative human capital management solutions that allow the agency to exceed established recruitment and hiring goals for PWD and PWTD consistently, but also serve as the catalyst in the development of initiatives aimed to improve the retention rates of disabled employees.

B. CAREER DEVELOPMENT OPPORTUNITIES

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

The agency's leadership training includes national and component-level programs, participation in government wide programs and ongoing developmental activities. The national formal leadership development programs are: the Senior Executive Service (SES) Candidate Development Program (CDP) and the National Leadership Development Program (NLDP): • SES CDP: A 12 to 18 month developmental program designed to prepare high-performing GS-15 level employees for future appointment into the SES. • NLDP: A modernized approach to leadership development at SSA that replaces previous programs and provides leadership development opportunities to employees in grade levels GS-08 through GS-15. The NLDP includes three tracks to leadership development: o NLDP Track 1: Senior Level Development for GS-15 o NLDP Track 2: Mid-Level Development for GS-12 to GS-14 o NLDP Track 3: Aspiring Level Development for GS-8 to GS-11 The Office of Strategy, Learning, and Workforce Development (OSLWD) empowers employees by providing continuous learning opportunities to acquire new skills and knowledge needed to enhance performance. OSLWD also offers Career Enrichment Workshops (CEW), Virtual Career Enrichment Workshops (VCEW), the SSA Mentoring Program (SMP), Executive Training, and External Development Programs (EDP). • CEW: A one-day workshop for employees at the GS-14 and below grade levels. Offered at the Baltimore Headquarters, the workshop provides

personal enrichment and growth through training in agency core and leadership competencies and addresses information on career planning and goal setting. Deputy Commissioner level components nominate interested employees. Attendance is open to selected employees who receive supervisory approval. • VCEW: A one-day training workshop for employees at the GS-14 and below grade levels. Offered to employees remotely located, the workshop provides employees who are in or aspire to a leadership position, personal enrichment and growth through training in SSA's core and leadership competencies. The workshops are live "vendor facilitated" studio classroom broadcasts that air via interactive training with Adobe Connect capabilities. Regional participants use local training facilities to participate in the 1½-hour real-time presentations. OSLWD also provides additional training segments, via Video on Demand (VOD), that highlight important career enhancement strategies. Along with a virtual audience, the VCEW includes a small live studio audience. Attendance is open to employees who receive supervisory approval. • SMP: Designed to foster relationships that enhance personal and professional growth and development. Through the mentoring relationship, mentors have the opportunity to coach, guide, and share experiences, knowledge, and skills, which will help to develop talent and a pipeline of well-qualified candidates. Mentors and mentees are encouraged to share knowledge and leverage skills to cultivate career growth. Employees who express an interest undergo a random selection process to participate. There are two SMPs: a "traditional" mentoring program that matches mentors and mentees for a 9-month relationship; and "flash" events that provide mentoring during a one-day event in a group setting. • Executive Training: Training events open to SES and/or GS-15 managers. Events take place online and/or at the Baltimore Headquarters campus. Where appropriate, the Office of Human Resources ensures training is available to regional participants via VOD. There is no selection process for Executive Training. • External Development Programs (EDP): EDPs provides an opportunity for SSA employees to expand their leadership skills, broaden their organizational experience, and foster networking by working across government departments and agencies within a learning environment. Through developmental assignments or training, employees gain experience with other federal agencies in subject matter, policies, practices, and legislation and return mission-focused and better prepared to support the goals of SSA's Agency Strategic Plan.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/ approval to participate.

| Career Development Opportunities | Total Participants | | PWD | | PWTD | |
|-----------------------------------|--------------------|---------------|----------------|---------------|----------------|---------------|
| | Applicants (#) | Selectees (#) | Applicants (%) | Selectees (%) | Applicants (%) | Selectees (%) |
| Detail Programs | | | | | | |
| Internship Programs | | | | | | |
| Fellowship Programs | 11 | 6 | 0 | 0 | 0 | 0 |
| Mentoring Programs | 3402 | 2389 | 7.0 | 7.6 | 2.0 | 3.0 |
| Coaching Programs | 43 | 43 | 9.7 | 9.7 | 2.4 | 2.4 |
| Other Career Development Programs | 2574 | 779 | 24.6 | 7.6 | 7.0 | 3.1 |
| Training Programs | | | | | | |

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Applicants (PWD)

Answer No

b. Selections (PWD)

Answer No

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Applicants (PWTD)

Answer No

b. Selections (PWTB)

Answer No

C. AWARDS

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

a. Awards, Bonuses, & Incentives (PWD)

Answer Yes

b. Awards, Bonuses, & Incentives (PWTB)

Answer Yes

Using the inclusion rate as the benchmark, triggers exist for PWDs and PWTBs for Cash Awards in the "\$501 to \$999" and "1,000 to \$1,999" dollar amount categories. • For cash awards in the \$501 to \$999 range, the agency distributed a total of 28,603 awards. Persons without disabilities (PWODs) (53,507 employees) received 25,835 awards for an inclusion rate of 48.28%. PWDs (7,297 employees) received 2,768 awards for an inclusion rate of 37.93%. PWTBs (2,158 employees) received 848 awards for an inclusion rate of 39.30%. • For cash awards in the \$1,000 to \$1,999 range, the agency distributed a total of 8,152 awards. PWODs (53,507 employees) received 7,662 awards for an inclusion rate of 14.32%. PWDs (7,297 employees) received 490 awards for an inclusion rate of 6.72%. PWTBs (2,158 employees) received 169 awards for an inclusion rate of 7.83%.

| Time-Off Awards | Total (#) | Reportable Disability % | Without Reportable Disability % | Targeted Disability % | Without Targeted Disability % |
|---|-----------|-------------------------|---------------------------------|-----------------------|-------------------------------|
| Time-Off Awards 1 - 10 hours: Awards Given | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 1 - 10 Hours: Total Hours | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 1 - 10 Hours: Average Hours | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 11 - 20 hours: Awards Given | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 11 - 20 Hours: Total Hours | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 11 - 20 Hours: Average Hours | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 21 - 30 hours: Awards Given | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 21 - 30 Hours: Total Hours | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 21 - 30 Hours: Average Hours | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 31 - 40 hours: Awards Given | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 31 - 40 Hours: Total Hours | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 31 - 40 Hours: Average Hours | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 41 or more Hours: Awards Given | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 41 or more Hours: Total Hours | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Time-Off Awards 41 or more Hours: Average Hours | 0 | 0.00 | 0.00 | 0.00 | 0.00 |
| Cash Awards | Total (#) | Reportable Disability % | Without Reportable Disability % | Targeted Disability % | Without Targeted Disability % |
| Cash Awards: \$501 - \$999: Awards Given | 28602 | 37.92 | 49.97 | 39.30 | 37.34 |

| Cash Awards | Total (#) | Reportable Disability % | Without Reportable Disability % | Targeted Disability % | Without Targeted Disability % |
|--|-----------|-------------------------|---------------------------------|-----------------------|-------------------------------|
| Cash Awards: \$501 - \$999: Total Amount | 31410829 | 38557.63 | 55515.76 | 39929.38 | 37981.59 |
| Cash Awards: \$501 - \$999: Average Amount | 1098.2 | 13.93 | 2.28 | 47.09 | 0.01 |
| Cash Awards: \$1000 - \$1999: Awards Given | 8150 | 6.69 | 15.17 | 7.74 | 6.25 |
| Cash Awards: \$1000 - \$1999: Total Amount | 12920247 | 10326.53 | 24104.83 | 12343.28 | 9479.65 |
| Cash Awards: \$1000 - \$1999: Average Amount | 1585.31 | 21.16 | 3.27 | 73.91 | -0.99 |
| Cash Awards: \$2000 - \$2999: Awards Given | 147 | 0.07 | 0.28 | 0.09 | 0.06 |
| Cash Awards: \$2000 - \$2999: Total Amount | 543090 | 215.90 | 1023.19 | 306.21 | 177.97 |
| Cash Awards: \$2000 - \$2999: Average Amount | 3694.49 | 43.18 | 7.52 | 153.10 | -2.98 |
| Cash Awards: \$3000 - \$3999: Awards Given | 21 | 0.01 | 0.04 | 0.00 | 0.02 |
| Cash Awards: \$3000 - \$3999: Total Amount | 112248 | 49.29 | 216.48 | 0.00 | 69.99 |
| Cash Awards: \$3000 - \$3999: Average Amount | 5345.14 | 49.29 | 11.39 | 0.00 | 69.99 |
| Cash Awards: \$4000 - \$4999: Awards Given | 36 | 0.00 | 0.07 | 0.00 | 0.00 |
| Cash Awards: \$4000 - \$4999: Total Amount | 205827 | 0.00 | 393.18 | 0.00 | 0.00 |
| Cash Awards: \$4000 - \$4999: Average Amount | 5717.42 | 0.00 | 10.92 | 0.00 | 0.00 |
| Cash Awards: \$5000 or more: Awards Given | 34 | 0.01 | 0.07 | 0.05 | 0.00 |
| Cash Awards: \$5000 or more: Total Amount | 266657 | 91.37 | 534.56 | 308.94 | 0.00 |
| Cash Awards: \$5000 or more: Average Amount | 7842.85 | 91.37 | 16.20 | 308.94 | 0.00 |

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

a. Pay Increases (PWD)

Answer Yes

b. Pay Increases (PWTd)

Answer Yes

Using the inclusion rate as the benchmark, triggers exist for PWDs and PWTd for quality step increases (QSI). The agency distributed a total of 1,475 QSIs during the fiscal year. PWODs (53,507 employees) received 1,371 QSIs for an inclusion rate of 2.56%. PWDs (7,297 employees) received 104 QSIs for an inclusion rate of 1.43%. PWTd (2,158 employees) received 2 QSIs for an inclusion rate of 0.09%.

| Other Awards | Total (#) | Reportable Disability % | Without Reportable Disability % | Targeted Disability % | Without Targeted Disability % |
|---|-----------|-------------------------|---------------------------------|-----------------------|-------------------------------|
| Total Performance Based Pay Increases Awarded | 117 | 0.15 | 0.21 | 0.00 | 0.21 |

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

- | | | |
|--------------------------------------|--------|-----|
| a. Other Types of Recognition (PWD) | Answer | N/A |
| b. Other Types of Recognition (PWTD) | Answer | N/A |
-

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

- | | | |
|--|--------|----|
| i. Qualified Internal Applicants (PWD) | Answer | No |
| ii. Internal Selections (PWD) | Answer | No |

b. Grade GS-15

- | | | |
|--|--------|----|
| i. Qualified Internal Applicants (PWD) | Answer | No |
| ii. Internal Selections (PWD) | Answer | No |

c. Grade GS-14

- | | | |
|--|--------|----|
| i. Qualified Internal Applicants (PWD) | Answer | No |
| ii. Internal Selections (PWD) | Answer | No |

d. Grade GS-13

- | | | |
|--|--------|----|
| i. Qualified Internal Applicants (PWD) | Answer | No |
| ii. Internal Selections (PWD) | Answer | No |
-

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

- | | | |
|---|--------|----|
| i. Qualified Internal Applicants (PWTD) | Answer | No |
| ii. Internal Selections (PWTD) | Answer | No |

b. Grade GS-15

- | | | |
|---|--------|----|
| i. Qualified Internal Applicants (PWTD) | Answer | No |
| ii. Internal Selections (PWTD) | Answer | No |

c. Grade GS-14

- | | | |
|---|--------|----|
| i. Qualified Internal Applicants (PWTD) | Answer | No |
|---|--------|----|

| | | |
|--------------------------------|--------|----|
| ii. Internal Selections (PWTD) | Answer | No |
|--------------------------------|--------|----|

d. Grade GS-13

| | | |
|---|--------|----|
| i. Qualified Internal Applicants (PWTD) | Answer | No |
|---|--------|----|

| | | |
|--------------------------------|--------|----|
| ii. Internal Selections (PWTD) | Answer | No |
|--------------------------------|--------|----|

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

| | | |
|---------------------------|--------|----|
| a. New Hires to SES (PWD) | Answer | No |
|---------------------------|--------|----|

| | | |
|-----------------------------|--------|----|
| b. New Hires to GS-15 (PWD) | Answer | No |
|-----------------------------|--------|----|

| | | |
|-----------------------------|--------|----|
| c. New Hires to GS-14 (PWD) | Answer | No |
|-----------------------------|--------|----|

| | | |
|-----------------------------|--------|----|
| d. New Hires to GS-13 (PWD) | Answer | No |
|-----------------------------|--------|----|

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

| | | |
|----------------------------|--------|----|
| a. New Hires to SES (PWTD) | Answer | No |
|----------------------------|--------|----|

| | | |
|------------------------------|--------|----|
| b. New Hires to GS-15 (PWTD) | Answer | No |
|------------------------------|--------|----|

| | | |
|------------------------------|--------|----|
| c. New Hires to GS-14 (PWTD) | Answer | No |
|------------------------------|--------|----|

| | | |
|------------------------------|--------|----|
| d. New Hires to GS-13 (PWTD) | Answer | No |
|------------------------------|--------|----|

5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

| | | |
|--|--------|----|
| i. Qualified Internal Applicants (PWD) | Answer | No |
|--|--------|----|

| | | |
|-------------------------------|--------|----|
| ii. Internal Selections (PWD) | Answer | No |
|-------------------------------|--------|----|

b. Managers

| | | |
|--|--------|----|
| i. Qualified Internal Applicants (PWD) | Answer | No |
|--|--------|----|

| | | |
|-------------------------------|--------|----|
| ii. Internal Selections (PWD) | Answer | No |
|-------------------------------|--------|----|

c. Supervisors

| | | |
|--|--------|----|
| i. Qualified Internal Applicants (PWD) | Answer | No |
|--|--------|----|

ii. Internal Selections (PWD)

Answer No

6. Does your agency have a trigger involving PWTB among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

i. Qualified Internal Applicants (PWTB)

Answer No

ii. Internal Selections (PWTB)

Answer No

b. Managers

i. Qualified Internal Applicants (PWTB)

Answer No

ii. Internal Selections (PWTB)

Answer No

c. Supervisors

i. Qualified Internal Applicants (PWTB)

Answer No

ii. Internal Selections (PWTB)

Answer No

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWD)

Answer No

b. New Hires for Managers (PWD)

Answer No

c. New Hires for Supervisors (PWD)

Answer No

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTB among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWTB)

Answer No

b. New Hires for Managers (PWTB)

Answer No

c. New Hires for Supervisors (PWTB)

Answer No

Section VI: Plan to Improve Retention of Persons with Disabilities

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

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

Answer No

Of the 216 Schedule A hires from FY 2018, the agency converted 182 of these employees into permanent competitive positions in FY 2020. Thirty-four of the FY 2017 Schedule A hires left the agency prior to their 2-year conversion date.

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

a. Voluntary Separations (PWD)

Answer Yes

b. Involuntary Separations (PWD)

Answer Yes

Using the inclusion rate, PWDs separated from the agency both voluntarily and involuntarily at higher rates than PWODs. At the end of the fiscal year, 53,507 PWODs and 7,297 PWDs comprised the agency's 60,804 employee workforce. The 7.88% rate of PWD voluntary separations exceeds the 6.03% rate of PWOD voluntary separations. The 0.96% rate of PWD involuntary separations exceeds the 0.46% rate of PWOD involuntary separations.

| Separations | Total # | Reportable Disabilities % | Without Reportable Disabilities % |
|---|---------|---------------------------|-----------------------------------|
| Permanent Workforce: Reduction in Force | 0 | 0.00 | 0.00 |
| Permanent Workforce: Removal | 315 | 0.95 | 0.45 |
| Permanent Workforce: Resignation | 1076 | 2.16 | 1.69 |
| Permanent Workforce: Retirement | 1923 | 4.12 | 2.98 |
| Permanent Workforce: Other Separations | 802 | 1.49 | 1.28 |
| Permanent Workforce: Total Separations | 4116 | 8.72 | 6.40 |

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

a. Voluntary Separations (PWTD)

Answer Yes

b. Involuntary Separations (PWTD)

Answer Yes

Using the inclusion rate, PWTDs separated from the agency both voluntarily and involuntarily at higher rates than PWODs. At the end of the fiscal year, 53,507 PWODs and 7,297 PWDs comprised the agency's 60,804 employee workforce. The 8.25% rate of PWD voluntary separations exceeds the 6.03% rate of PWOD voluntary separations. The 1.02% rate of PWD involuntary separations exceeds the 0.46% rate of PWOD involuntary separations.

| Separations | Total # | Targeted Disabilities % | Without Targeted Disabilities % |
|---|---------|-------------------------|---------------------------------|
| Permanent Workforce: Reduction in Force | 0 | 0.00 | 0.00 |
| Permanent Workforce: Removal | 315 | 1.01 | 0.49 |
| Permanent Workforce: Resignation | 1076 | 1.79 | 1.74 |
| Permanent Workforce: Retirement | 1923 | 5.00 | 3.05 |
| Permanent Workforce: Other Separations | 802 | 1.37 | 1.30 |
| Permanent Workforce: Total Separations | 4116 | 9.17 | 6.58 |

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

interview results and other data sources.

FY 2020 Exit Interview Data is not available yet. Whenever it becomes available, OCREO's barrier analysis team will review the results to determine if there is any correlation between PWDs and PWTs and their separation rates.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

https://www.ssa.gov/accessibility/508_overview.html The agency is committed to making its electronic and information technologies accessible to persons with disabilities by meeting or exceeding the requirements of Section 508. The agency's comprehensive approach to Section 508 compliance ensures persons with disabilities have access comparable to those who do not have disabilities. SSA includes section 508 standards and requirements in its procurement processes regarding how it: • Conducts research; • Creates solicitations; • Evaluates and validates contractor Section 508 compliance claims; and • Decides to make purchase awards to contractors. SSA also includes Section 508 standards and requirements in its development, implementation, and maintenance processes in which it: • Uses standards based on universal design principles; • Includes people with disabilities in usability testing; • Develops technology using accessible coding best practices; and • Performs Section 508 compliance testing using automated tools, code reviews, and manual user testing with assistive technologies. The agency also develops and provides technical guidance, tools, and resources to assist with Section 508 compliance throughout our organization; provides training to employees on Section 508 standards, and how to develop and buy accessible technology; and conducts communications and awareness initiatives throughout the agency. Employees seeking to report a problem with the accessibility of a website, application, electronic document, hardware, or teleworking system can report the problem to the Employees with Disabilities (EWD) Help Desk at (877) 477-3345 or TTY/TDD (410) 597-0013.

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

The agency's public website does not contain information on the Architectural Barriers Act (ABA) of 1968. The agency is not one of the designated Federal agencies authorized by Congress to issue accessibility standards under the ABA. The agency adheres to the standards issued by the General Services Administration (GSA). More information on GSA facility accessibility, including information on ABA, is at GSA's public website: <https://www.gsa.gov/real-estate/design-construction/accessible-facility-design>.

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

SSA has a number of ongoing programs to ensure that its technology is accessible to employees with disabilities (EWD): • CADS provides individual training on the use of JAWS, MAGic, and Dragon Naturally Speaking and other assistive technology to new and existing users. In FY 2020, the agency provided 77 training sessions, which ranged from 2 to 15 days depending on the type of software and EWDs' experience using it; • The CADS staff developed instructions for EWD assistive technology (AT) users to ensure usability of AT within the agency's systems; and • The EWD Training Cadre facilitates the delivery of ad hoc application (automation) training for JAWS, MAGic, Dragon, and other assistive technology users. Cadre members focus on the use of applications with the AT. The EWD Cadre delivers individual (one-on-one) ad hoc and or group (classroom) training. The EWD Inter-Component Workgroup ensures that the acquisition, integration, and maintenance of the AT necessary for EWD to perform the duties of the position and that the software developed "in-house," acquired via another government agency and/or procured commercially, is fully accessible and works effectively with our EWD AT.

C. REASONABLE ACCOMMODATION PROGRAM

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

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

Agency-wide, the average processing time of initial request was 82 days during the reporting year. This number excludes the number of days waiting for medical documentation if required. The table below represents the agency's FY 2020 timeliness measures by type of request:

| Type of Request | Number of Decisions | Number of Decisions Made in 45 Days or Less | Percentage Meeting 45-day Benchmark | Average Processing Time (Calendar Days) |
|-----------------|---------------------|---|-------------------------------------|---|
| Central Funds | 1 627 444 | 71% | 42 | Local 2,466 1,201 49% |
| Mixed | 3 305 113 | 37% | 116 | Total 3,398 1,758 52% |

82 Definitions: 1Central Funds includes those requests for items and services paid for through centralized funding, such as assistive technology, devices, and equipment over \$100; and ongoing disability services such as assistive technology training, sign language interpreting and related services to employees who are deaf or hard of hearing, and/or personal and reader assistants. The Office of Personnel's Center for Accommodations and Disability Services (CADS) receives and process these requests. 2Local includes requests for job and schedule modification, leave, reassignment, telework as a reasonable accommodation, and other types of accommodations not mentioned above. The requesting employee's component initially reviews and has authority to grant these requests. All proposed denials must be forwarded to CADS for National Reasonable Accommodation Coordinator review and decision. 3Mixed includes one or more central funds item/service and one or more local accommodation. Ongoing review of the agency's FY 2020 processing time data continues to indicate that users do not always enter relevant data elements consistently, and continuous review and training are necessary to ensure reporting reliability. However, the agency recognizes that there may be other reasons for the processing times mentioned above. To identify these areas, the agency will analyze RA data by various subsets of the agency. Following that study, the agency will identify and implement a strategy to address these issues.

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

The agency took a number of steps in FY 2020 to ensure the effectiveness of its reasonable accommodation program. Specifically, CADS, in collaboration with other offices across the agency, took the following steps:

- Mobilized to respond to the COVID-19 pandemic's effect on agency operations by providing EWD with the support needed to perform their jobs effectively in a virtual environment, including:
 - o Implemented virtual interpreter and CART services agency-wide;
 - o Developed and implemented virtual AT for Dragon Naturally Speaking, JAWS, MAGic, and Kurzweil 3000;
 - o Developed business processes to facilitate the delivery, installation, and/or setup of assistive technology, equipment and/or adaptive devices;
 - o Developed and issued comprehensive guidance for reasonable accommodation coordinators (RAC) and managers on supporting EWD during COVID-19;
- Awarded a new service contract (NRAC Support Contract) to vendor AEIO, LLC on September 17, 2020 to allow contractors to review and prepare NRAC draft decisions due to the increasing recommended denial workload volume for the agency;
- Provided ongoing mandatory RA training to newly appointed managers through a standardized management curriculum as well as annual training for existing managers through SSA's Video on Demand streaming video direct to laptop workstations;
- Conducted internal staff training throughout the year on a number of RA issues, and CADS staff attended external RA training;
- Provided regular updates to the Deputy Commissioner for Human Resources and other agency leaders on reasonable accommodation issues;
- Provided training and held regular calls for the regional and component RA coordinators (RAC) as well as training for multiple components/offices, including management teams and employee advisory councils; and
- Implemented weekly, monthly, and quarterly reporting of RA processing, enabling CADS to improve its RA program continuously.

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

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

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

• In FY 2020, CADS improved the efficiency of and expanded the use of the Personal Attendant Services (PAS) program, which included executing a Statement of Work modification in the PAS contract to include an in-person consultation between the Personal Attendant care provider and the employee within 5 days of services beginning. Consultations include a detailed review of care needed and the proposed service schedule, while also providing a forum for the employee to address any concerns to the provider, thereby helping CADS to improve its customer service to EWD and to make certain the agency meets all personal care needs prior to the start of PAS services. CADS continues to work closely with EMS to ensure that both a primary and a back-up PAS provider are assigned to each EWD in need of PAS to maintain continuity of service should a primary provider be unavailable. CADS also developed and implemented a new business process and guidance for local Reasonable Accommodation Coordinators (RAC) to secure PAS services from local care provider companies, such as Visiting Angels, when PAS services from the national contractor are unavailable, thereby eliminating potential lapses in service coverage. Lastly, CADS approved 10 new requests for PAS and on-boarded 9 PAS providers through the national contract, which enhances SSA's ability to recruit and retain individuals with disabilities.

Section VII: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

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

Answer Yes

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

Answer Yes

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

There were no findings of discrimination alleging harassment based on disability status during FY 2020.

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

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

Answer Yes

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

Answer Yes

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

There were no findings of discrimination involving the failure to provide a reasonable accommodation during FY 2020.

Section VIII: Identification and Removal of Barriers

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

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

Answer Yes

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

Answer Yes

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

| | | | | | |
|---|---|---------------------------------------|---|------------------------------------|---|
| Source of the Trigger: | Workforce Data (if so identify the table) | | | | |
| Specific Workforce Data Table: | Workforce Data Table - B1 | | | | |
| 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? | For Cluster GS-11 to SES, PWDs comprise 9.0% of our workforce. This is nearly a 0.4 percentage point increase over last year's 8.61%; however, SSA is lower than the EEOC's benchmark of 12%. | | | | |
| STATEMENT OF BARRIER GROUPS: | <i>Barrier Group</i> People with Disabilities | | | | |
| Barrier Analysis Process Completed?: | Y | | | | |
| Barrier(s) Identified?: | Y | | | | |
| STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | Barrier Name OMB Memorandum | | Description of Policy, Procedure, or Practice The agency's implementation of the Office of Management and Budget's (OMB) memorandum M-17-22 limits upward mobility and promotional opportunities for all groups of employees, including persons with disabilities. With the hiring focus on the front-line, lower-graded positions, the opportunity to increase PWD representation in higher grades is challenging. | | |
| Objective(s) and Dates for EEO Plan | | | | | |
| Date Initiated | Target Date | Sufficient Funding / Staffing? | Date Modified | Date Completed | Objective Description |
| 10/01/2020 | 09/30/2021 | Yes | | | Implement the FY 2020 Agency Barrier Analysis Action Plan to mitigate this barrier. |
| Responsible Official(s) | | | | | |
| Title | | Name | | Standards Address The Plan? | |
| Deputy Director, Center for Cultural Diversity and Inclusion | | Sandra Carroll | | Yes | |
| EEO Director | | Claudia Postell | | Yes | |
| Deputy EEO Director | | Tanya Lawrence | | Yes | |
| Director, Center for Cultural Diversity and Inclusion | | Wanda M. Jones | | Yes | |
| Special Emphasis Program Managers Team Leader | | David V. Smith | | Yes | |

| Planned Activities Toward Completion of Objective | | | | |
|---|---|--------------------------------|---------------|-----------------|
| Target Date | Planned Activities | Sufficient Staffing & Funding? | Modified Date | Completion Date |
| 09/30/2020 | Perform a barrier analysis of agency data sources on the trigger, perform a trends analysis, and determine in which components or offices the trigger exists. | Yes | | 09/30/2020 |
| 09/30/2020 | Engage stakeholders to investigate the trigger, determine if a barrier exists, and identify root causes, as applicable. | Yes | | 09/16/2020 |
| 12/31/2020 | Update Annual Personnel Reminders encouraging employees to update their disability status, as applicable. | Yes | | 10/31/2020 |
| 09/30/2021 | Encourage Deputy Commissioner components to brief their employees on the ease of updating disability status in employee express. | Yes | | |
| 09/30/2021 | Collaborate with the National Advisory Council for Employees with Disabilities (NACED) on all activities related to PWDs (e.g., FY 2020 findings, strategies, etc.). | Yes | | |
| 09/30/2021 | Collaborate with the Office of Personnel (OPE) during new employee orientation to provide new employees with instructions on updating their disability status in Employee Express, as applicable. | Yes | | |
| Report of Accomplishments | | | | |
| Fiscal Year | Accomplishment | | | |
| 2020 | Performed a barrier analysis of agency data sources on the trigger, and determined a barrier does exist. OCREO scheduled meetings with Deputy Commissioner-level stakeholders to discuss data findings seeking insight that they may have. The Office of Operations, SSA's largest component, was helpful in determining the barriers that exist. | | | |

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|---|---|---------------------------------------|---|------------------------------------|---|
| Source of the Trigger: | Workforce Data (if so identify the table) | | | | |
| Specific Workforce Data Table: | Workforce Data Table - B7 | | | | |
| 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? | Lower than expected hiring rates of Persons with Disabilities (PWDs) for the MCO of IT Specialist (Job Series 2210) when comparing the qualified applicant pool to external selections. This FY 2019 trigger is "RESOLVED." | | | | |
| STATEMENT OF BARRIER GROUPS: | <i>Barrier Group</i> People with Disabilities | | | | |
| Barrier Analysis Process Completed?: | N | | | | |
| Barrier(s) Identified?: | N | | | | |
| STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | Barrier Name | | Description of Policy, Procedure, or Practice | | |
| Objective(s) and Dates for EEO Plan | | | | | |
| Date Initiated | Target Date | Sufficient Funding / Staffing? | Date Modified | Date Completed | Objective Description |
| 10/01/2019 | 09/30/2020 | Yes | | 09/30/2020 | Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. |
| Responsible Official(s) | | | | | |
| Title | Name | | | Standards Address The Plan? | |
| Deputy Director, Center for Cultural Diversity and Inclusion | Sandra Carroll | | | No | |
| EEO Director | Claudia Postell | | | Yes | |
| Deputy EEO Director | Tanya Lawrence | | | No | |
| Director, Center for Cultural Diversity and Inclusion | Wanda M. Jones | | | No | |
| Special Emphasis Program Managers Team Leader | David V. Smith | | | No | |

| Planned Activities Toward Completion of Objective | | | | |
|---|---|--------------------------------|---------------|-----------------|
| Target Date | Planned Activities | Sufficient Staffing & Funding? | Modified Date | Completion Date |
| 09/30/2020 | Perform a barrier analysis of agency data sources on the trigger, perform a trends analysis, and determine where the trigger exists. | Yes | | 09/30/2020 |
| 09/30/2020 | Engage stakeholders to investigate the trigger, determine if a barrier exists, and identify root causes, as applicable. | Yes | | 09/30/2020 |
| Report of Accomplishments | | | | |
| Fiscal Year | Accomplishment | | | |
| 2020 | This FY 2019 trigger is resolved in FY 2020. OCREO's FY 2020 analysis revealed this trigger is not a barrier. There are no policies, practices, or procedures that the agency identified as causing this trigger. | | | |

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|---|---|---------------------------------------|---|------------------------------------|---|
| Source of the Trigger: | Workforce Data (if so identify the table) | | | | |
| Specific Workforce Data Table: | Workforce Data Table - B13 | | | | |
| 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? | PWDs and PWTDs receive cash awards in the "\$501 to \$999" and "1,000 to \$1,999" dollar amount categories at lower rates than PWODs. | | | | |
| STATEMENT OF BARRIER GROUPS: | <i>Barrier Group</i> People with Disabilities People with Targeted Disabilities | | | | |
| Barrier Analysis Process Completed?: | N | | | | |
| Barrier(s) Identified?: | N | | | | |
| STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | Barrier Name Use of assistive technology devices effectively | | Description of Policy, Procedure, or Practice PWDs' inability to utilize their assistive technology devices effectively and software negatively affects their ability to excel in their jobs to receive higher performance ratings, potentially resulting in their generally receiving fewer awards or lower award amounts. | | |
| Objective(s) and Dates for EEO Plan | | | | | |
| Date Initiated | Target Date | Sufficient Funding / Staffing? | Date Modified | Date Completed | Objective Description |
| 10/01/2019 | 09/30/2020 | Yes | | 09/30/2020 | Implement the FY 2020 Agency Barrier Analysis Action Plan to mitigate this barrier. |
| Responsible Official(s) | | | | | |
| Title | | Name | | Standards Address The Plan? | |
| Deputy Director, Center for Cultural Diversity and Inclusion | | Sandra Carroll | | Yes | |
| EEO Director | | Claudia Postell | | Yes | |
| Deputy EEO Director | | Tanya Lawrence | | No | |
| Director, Center for Cultural Diversity and Inclusion | | Wanda M. Jones | | No | |
| Special Emphasis Program Managers Team Leader | | David V. Smith | | No | |

| Planned Activities Toward Completion of Objective | | | | |
|---|---|--------------------------------|---------------|-----------------|
| Target Date | Planned Activities | Sufficient Staffing & Funding? | Modified Date | Completion Date |
| 09/30/2020 | Perform a barrier analysis of agency data sources on the trigger, perform a trends analysis, and determine in which components or offices the trigger exists. | Yes | | 09/30/2020 |
| 09/30/2020 | Engage stakeholders to investigate the trigger, determine if a barrier exists, and identify root causes, as applicable. | Yes | | 09/30/2020 |
| 09/30/2021 | Conduct an analysis on the performance based actions taken for PWDs, PWTD, and PWOD | Yes | | |
| Report of Accomplishments | | | | |
| Fiscal Year | Accomplishment | | | |
| 2020 | Performed a barrier analysis of agency data sources on the trigger, and determined a barrier does exist. | | | |

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|---|--|---------------------------------------|---|------------------------------------|---|
| Source of the Trigger: | Workforce Data (if so identify the table) | | | | |
| Specific Workforce Data Table: | Workforce Data Table - B13 | | | | |
| 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? | PWDs and PWTDs did not receive quality step increases when comparing the inclusion rate of those groups to Persons Without Disabilities. | | | | |
| STATEMENT OF BARRIER GROUPS: | <i>Barrier Group</i> People with Disabilities People with Targeted Disabilities | | | | |
| Barrier Analysis Process Completed?: | N | | | | |
| Barrier(s) Identified?: | N | | | | |
| STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | Barrier Name Use of assistive technology devices effectively | | Description of Policy, Procedure, or Practice PWDs' inability to utilize their assistive technology devices effectively and software negatively affects their ability to excel in their jobs to receive higher performance ratings, potentially resulting in their generally receiving fewer awards or lower award amounts. | | |
| Objective(s) and Dates for EEO Plan | | | | | |
| Date Initiated | Target Date | Sufficient Funding / Staffing? | Date Modified | Date Completed | Objective Description |
| 10/01/2019 | 09/30/2020 | Yes | | | Implement the FY 2020 Agency Barrier Analysis Action Plan to mitigate this barrier. |
| Responsible Official(s) | | | | | |
| Title | | Name | | Standards Address The Plan? | |
| Deputy Director, Center for Cultural Diversity and Inclusion | | Sandra Carroll | | Yes | |
| Special Emphasis Program Managers Team Leader | | David V. Smith | | No | |
| EEO Director | | Claudia Postell | | Yes | |
| Deputy EEO Director | | Tanya Lawernce | | No | |
| Director, Center for Cultural Diversity and Inclusion | | Wanda M. Jones | | No | |

| Planned Activities Toward Completion of Objective | | | | |
|---|---|--------------------------------|---------------|-----------------|
| Target Date | Planned Activities | Sufficient Staffing & Funding? | Modified Date | Completion Date |
| 09/30/2020 | Perform a barrier analysis of agency data sources on the trigger, perform a trends analysis, and determine in which components or offices the trigger exists. | Yes | | 09/30/2020 |
| 09/30/2020 | Engage stakeholders to investigate the trigger, determine if a barrier exists, and identify root causes, as applicable. | Yes | | 09/16/2020 |
| 09/30/2020 | Conduct an analysis on the performance based actions taken for PWDs, PWTD, and PWOD | Yes | | |
| Report of Accomplishments | | | | |
| Fiscal Year | Accomplishment | | | |
| 2020 | Performed a barrier analysis of agency data sources on the trigger, and determined a barrier does exist. | | | |

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|---|--|---------------------------------------|--|------------------------------------|---|
| Source of the Trigger: | Workforce Data (if so identify the table) | | | | |
| Specific Workforce Data Table: | Workforce Data Table - B14 | | | | |
| 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? | Higher than expected separation rates (voluntary and involuntary) of PWDs and PWTDs from the agency. | | | | |
| STATEMENT OF BARRIER GROUPS: | <i>Barrier Group</i> People with Disabilities People with Targeted Disabilities | | | | |
| Barrier Analysis Process Completed?: | Y | | | | |
| Barrier(s) Identified?: | Y | | | | |
| STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | Barrier Name Functioning of assistive devices | | Description of Policy, Procedure, or Practice Employee concerns regarding proper functioning of assistive devices and software, laptop speed issues, and insufficient training, leading to frustration for employees. This is a contributing factor for voluntary separations. | | |
| Objective(s) and Dates for EEO Plan | | | | | |
| Date Initiated | Target Date | Sufficient Funding / Staffing? | Date Modified | Date Completed | Objective Description |
| 10/01/2019 | 09/30/2020 | Yes | | | Implement the FY 2020 Agency Barrier Analysis Action Plan to mitigate this barrier. |
| Responsible Official(s) | | | | | |
| Title | | Name | | Standards Address The Plan? | |
| Deputy Director, Center for Cultural Diversity and Inclusion | | Sandra Carroll | | Yes | |
| EEO Director | | Claudia Postell | | Yes | |
| Deputy EEO Director | | Tanya Lawrence | | No | |
| Director, Center for Cultural Diversity and Inclusion | | Wanda M. Jones | | No | |
| Special Emphasis Program Managers Team Leader | | David V. Smith | | No | |

| Planned Activities Toward Completion of Objective | | | | |
|---|---|--------------------------------|---------------|-----------------|
| Target Date | Planned Activities | Sufficient Staffing & Funding? | Modified Date | Completion Date |
| 09/30/2020 | Perform a barrier analysis of agency data sources on the trigger, perform a trends analysis, and determine in which components or offices the trigger exists. | Yes | | 09/30/2020 |
| 09/30/2020 | Engage stakeholders to investigate the trigger, determine if a barrier exists, and identify root causes, as applicable. | Yes | | 09/16/2020 |
| 09/30/2020 | Advise Deputy Commissioner representatives of the disparity in separations. | Yes | | 09/16/2020 |
| Report of Accomplishments | | | | |
| Fiscal Year | Accomplishment | | | |
| 2020 | Performed a barrier analysis of agency data sources on the trigger, and determined a barrier does exist. | | | |

| Source of the Trigger: | Workforce Data (if so identify the table) | | | | | | | | |
|---|--|---------------------------------------|----------------------|------------------------------------|---|--------------|---|--|--|
| Specific Workforce Data Table: | Workforce Data Table - B7 | | | | | | | | |
| 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? | Lower than expected new hiring rates of PWDs at the GS-13 grade level when comparing the qualified applicant pool to external selections. This FY 2019 trigger is "RESOLVED." | | | | | | | | |
| STATEMENT OF BARRIER GROUPS: | <i>Barrier Group</i> People with Disabilities | | | | | | | | |
| Barrier Analysis Process Completed?: | Y | | | | | | | | |
| Barrier(s) Identified?: | N | | | | | | | | |
| STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition. | <table border="1"> <thead> <tr> <th>Barrier Name</th><th>Description of Policy, Procedure, or Practice</th></tr> </thead> <tbody> <tr> <td></td><td></td></tr> </tbody> </table> | | | | | Barrier Name | Description of Policy, Procedure, or Practice | | |
| Barrier Name | Description of Policy, Procedure, or Practice | | | | | | | | |
| | | | | | | | | | |
| Objective(s) and Dates for EEO Plan | | | | | | | | | |
| Date Initiated | Target Date | Sufficient Funding / Staffing? | Date Modified | Date Completed | Objective Description | | | | |
| 10/01/2019 | 09/30/2020 | Yes | | 09/30/2020 | Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. | | | | |
| Responsible Official(s) | | | | | | | | | |
| Title | Name | | | Standards Address The Plan? | | | | | |
| Deputy, EEO Director | Tanya Lawrence | | | No | | | | | |
| Special Emphasis Program Managers Team Leader | David V. Smith | | | Yes | | | | | |
| EEO Director | Claudia Postell | | | Yes | | | | | |
| Director, Center for Cultural Diversity and Inclusion | Wanda M. Jones | | | No | | | | | |
| Deputy Director, Center for Cultural Diversity and Inclusion | Sandra Carroll | | | No | | | | | |

| Planned Activities Toward Completion of Objective | | | | |
|---|---|--------------------------------|---------------|-----------------|
| Target Date | Planned Activities | Sufficient Staffing & Funding? | Modified Date | Completion Date |
| 09/30/2020 | Perform a barrier analysis of agency data sources on the trigger, perform a trends analysis, and determine in which components or offices the trigger exists. | Yes | | 09/30/2020 |
| 09/30/2020 | Engage stakeholders to investigate the trigger, determine if a barrier exists, and identify root causes, as applicable. | Yes | | 09/16/2020 |
| Report of Accomplishments | | | | |
| Fiscal Year | Accomplishment | | | |
| 2020 | OCREO's FY 2020 deeper data analysis and collaboration with stakeholders revealed this trigger is not a barrier. There are no policies, practices, or procedures that the agency identified as causing this trigger. Furthermore, a look at this year's data reveals that the participation rates for selections (8.77%) exceeds the rates for the qualified external applicants (4.58%). | | | |

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

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

Collaboration with agency partners identified in components where this trigger is prevalent. Moreover, collaboration with stakeholders' revealed barriers associated with this trigger.

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

Implement the FY 2020 Agency Barrier Analysis Action Plan to mitigate this barrier.