

## 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 8.61% of our workforce.

\*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					
Grades GS-11 to SES					

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	
Special Emphasis Program for PWD and PWTB	6	0	0	David E. Smith Special Emphasis Team Leader David.E.Smith@ssa.gov
Processing applications from PWD and PWTB	0	0	11	William.Kashawlic@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
Processing reasonable accommodation requests from applicants and employees	26	0	120	Tamara Stenzel NRAC Tamara.Stenzel@ssa.gov
Section 508 Compliance	21	0	0	Pierce Crowell and Mike Fratkin Section 508 Program Managers Pierce.Crowell@ssa.gov or Mike.Fratkin@ssa.gov
Architectural Barriers Act Compliance	1	0	0	Matthew Foley Director, Division of Architectural and Engineering Services Matthew.Foley@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 multiple external reasonable accommodation (RA) trainings sponsored by the National Employment Law Institute on September 25, 2019, Federal Employment Law Training Group workshops, and five hour-long webinar training sessions during the period of July 2019–August 2019. In addition, CADS also participated in the EEOC’s annual Excel Training Conference in August 2019, as well as other internal training sessions on complete staff work and business writing, among other topics. CADS staff also receive 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 such 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 and Hard of Hearing. 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 are geared toward those with a disability such as job fairs, virtual fairs, and special recruitment events.

## **Section III: Program Deficiencies In The Disability Program**

<b>Brief Description of Program Deficiency</b>	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.		
<b>Objective</b>	Produce reliable data from RA database and devise a strategy to increase the timeliness of these requests.		
<b>Target Date</b>	Sep 30, 2021		
<b>Completion Date</b>			
<b>Planned Activities</b>	<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.
<b>Accomplishments</b>	<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"> <li>• Regularly reviewing regional and component level data to identify data entry errors and timeliness issues;</li> <li>• 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;</li> <li>• Conducting an in-depth RAC training conference via Adobe Connect over the course of a few days at the end of the FY 2020;</li> <li>• 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</li> <li>• Regularly reviewing and modifying internal business processes to improve RA processing times.</li> </ul>	

## 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 PWTDD

### 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 (IWDs) 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 IWDs and to promote the use of the Schedule A hiring authority, 5 CFR 213.3102(u); • Vacancy announcements on USAJOBS targeting individuals with IWDs posted by the headquarters servicing personnel office (SPO) and many regional SPOs. Each vacancy asked the IWDs 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 skillset 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 IWDs 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 IWDs that provides information on the Selective Placement Program, the Schedule A hiring authority, 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 to recruit PWD and PWTD for permanent workforce positions, the agency:

- Works with components with hiring authority to find 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 looking for 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 IWDs and veterans with disabilities. Provide information on the Federal hiring process, noncompetitive hiring authorities, applying for jobs at the agency, and job skills to help assist IWDs and disabled veterans in their search for Federal employment.
- Participates in career fairs targeting IWDs and veterans with disabilities. These fairs connect IWDs 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 IWDs and veteran populations. The fairs also provide an additional avenue to publicize USAJOBS vacancies specifically geared to individuals with disabilities.
- 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 individuals with disabilities, 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 • Meet basic qualifications of the job. The SPPCs work with components with hiring

authority to identify potential candidates using a USAJOBS vacancy geared towards IWDs, or the WRP. 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. Résumé pools are sent 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 IWDs, 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, to be viewed 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 IWDs.

**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 individuals with disabilities, 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 IWDs and veterans with disabilities. These fairs connect IWDs 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. On March 1, 2019, OCREO’s staff attended a recruitment job fair at Gallaudet University, where staff engaged with more than 70 individuals and shared career opportunities.

**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

New Hires	Total (#)	Reportable Disability		Targeted Disability	
		Permanent Workforce (%)	Temporary Workforce (%)	Permanent Workforce (%)	Temporary Workforce (%)
% of Total	0				

Applicants					
% of Qualified Applicants	0				
% of New Hires	0				

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 Yes
- b. New Hires for MCO (PWTD) Answer No

For mission-critical occupation (MCO) of Job Series 2210 (Information Technology), a trigger exists for new hires of PWDs for this occupation. The qualified applicant pool comprises 5.39 percent of PWDs, while the external selections of PWDs was 4.20 percent (6 PWDs out of 144 hires). There are no triggers in any other MCOs.

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability		Targetable Disability	
		Qualified Applicants (%)	New Hires (%)	Qualified Applicants (%)	New Hires (%)
Numerical Goal	--	12%		2%	

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 Yes
- b. Qualified Applicants for MCO (PWTD) Answer Yes

When comparing the relevant applicant pool (i.e., those who are eligible to apply) to the qualified internal applicants, a trigger exists for each MCO for both PWDs and PWTDs. Of worthy mention, the number of individuals who identified as PWD and PWTD in the applicant flow data (AFD) was low. An accounting for every AFD record (Internal Competitive Promotions and New Hires), which comprises more than 93,000 applicant records, showed approximately eight percent identified as a PWD and 0.04 percent identified as a PWTD

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 of Choice for Employees with Disabilities (ECED) Access to Success 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. The Office of Personnel (OPE) also partnered with OSLWD to create the following series of trainings, via video on demand, which assist in the agency's effort to recruit, hire, and enhance opportunities for PWD: • To Post or Not to Post; • How to Identify Available Hiring Authorities; and • Targeted Recruitment. Support of Persons with Disabilities At nearly 11 percent, SSA has one of the highest levels of representation of PWDs in Federal Government. Further, the agency is one of the few Federal agencies to meet the Federal Government's goal of a two percent representation rate of employee's 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 PWDs/PWTDs. 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 PWDs/PWTDs' 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 PWDs 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. 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 PWDs and PWTDs consistently, but also serve as the catalyst in the development of initiatives aimed to improve the retention rates of disabled employees.

## B. CAREER DEVELOPMENT OPPORTUNITES

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-14 & 15 level employees for future appointment into the SES. • NDLP: 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 OSLWD helps employees to meet the challenge of mastering new skills by providing continuous learning opportunities so that employees can acquire the new skills and knowledge needed to enhance performance. OSLWD also offers career enrichment workshops and mentoring: • Career Enrichment Workshop (CEW): A one-day workshop for employees at the GS-13 and below grade levels. Offered at the Baltimore Headquarters, the workshop provides personal enrichment and growth through training in agency core and leadership competencies. Participants attend plenary sessions throughout the day that address core and leadership competencies and provide information on career planning and goal setting. Deputy Commissioner level components nominate interested employees. • Virtual CEW (VCEW): A condensed version (1.5 hours) of the CEW broadcast nationwide. The VCEW provides employees at the GS-13 level and below outside HQ with an opportunity to take advantage of career enrichment training. VCEW also has a small live studio audience. Attendance is open to employees who receive supervisory approval. • SSA Mentoring Program (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 Leadership Consortium: A half-day training event open to SES and GS-15 managers. Events take place at the Baltimore Headquarters and are available on video on demand for regional participants. There is no selection process. • External Agency Programs: Allows employees from the agency to perform details at other agencies. The benefits to the agency are the skills, experience, and contacts the participants bring back to their permanent positions in the agency.

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						
Training Programs	43	43	6.8	6.8	0	0
Internship Programs						
Fellowship Programs	16	16	12.5	12.5	6.3	6.3
Mentoring Programs	475	475	12.6	12.6	2.7	2.7
Coaching Programs	57	57	3.5	3.5	0	0
Other Career Development Programs	1162	1162	10.4	10.4	2.4	2.4

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 (PWTD) Answer No

**C. AWARDS**

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

a. Awards, Bonuses, & Incentives (PWD) Answer Yes  
 b. Awards, Bonuses, & Incentives (PWTD) Answer Yes

Using the inclusion rate as the benchmark, no triggers exist for PWD or PWTD for Cash Awards in the amount of “\$500 and Under.” However, for Cash Awards of “\$501 to \$999,” there was a larger disparity between the inclusion rates for which PWDs and PWTDs received awards compared to the inclusion rates that Persons Without a Disability (PWOD) received those same cash awards. PWD received the awards of “\$501 to \$999” at a 29.10 percent inclusion rate and PWTD at a 29.52 percent inclusion rate; however, PWOD received those awards at a 35.44 percent inclusion rate. Similarly, for the MD-715 cash awards categories of “\$1,000 to \$1,999” and “\$2,000 to \$2,999,” PWOD received such awards at a higher rate than PWDs and PWTDs. PWDs received cash awards of “\$1,000 to \$1,999” at a 39.96 percent inclusion rate; PWTDs received those same awards at a 43.34 percent inclusion rate while PWOD received such awards at a 52.49 percent inclusion rate. PWDs received cash awards of “2,000 to \$2,999” at a 2.10 percent inclusion rate; PWTDs received those same awards at a 2.46 percent inclusion rate while PWOD received such awards at a 2.60 percent inclusion rate.

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %

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, the agency identified a trigger involving the percentage of PWDs and PWTDs who received a quality step increase (QSI). PWD received QSIs at 1.61 percent and PWTDs received QSIs at 2.01 percent while Persons Without a Disability received the awards at 2.49 percent when comparing with each of their total representation numbers in the workforce, respectively.

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Performance Based Pay Increase	0	0.00	0.00	0.00	0.00

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	Yes
ii. Internal Selections (PWD)	Answer	No
d. Grade GS-13		
i. Qualified Internal Applicants (PWD)	Answer	Yes
ii. Internal Selections (PWD)	Answer	No

For GS-14 internal competitive promotions, the qualified internal applicant rate of 2.44 percent was significantly lower than the relevant applicant pool of 5.75 percent. Similarly, for GS-13 promotions, the qualified internal applicant rate of 2.71 percent was significantly lower than the relevant applicant pool of 6.56 percent.

2. Does your agency have a trigger involving PWTB 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 (PWTB)	Answer	No
ii. Internal Selections (PWTB)	Answer	No
b. Grade GS-15		
i. Qualified Internal Applicants (PWTB)	Answer	Yes
ii. Internal Selections (PWTB)	Answer	No
c. Grade GS-14		
i. Qualified Internal Applicants (PWTB)	Answer	Yes
ii. Internal Selections (PWTB)	Answer	No
d. Grade GS-13		
i. Qualified Internal Applicants (PWTB)	Answer	Yes
ii. Internal Selections (PWTB)	Answer	No

For each of the General Schedule (GS) higher grade levels (GS-13, GS-14, and GS-15), the PWTB relevant applicant pool percentage exceeded the PWTB qualified internal applicant percentage.

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
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- 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 Yes

Of the 923 qualified external applicants for GS-13 positions, 6.28 percent (58 applicants) were PWDs. However, out of the 77 GS-13 new hire selections, 3.90 percent were a PWD (three selections).

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

## b. Managers

i. Qualified Internal Applicants (PWTD) Answer No

ii. Internal Selections (PWTD) Answer No

## c. Supervisors

i. Qualified Internal Applicants (PWTD) Answer No

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

b. New Hires for Managers (PWTD) Answer No

c. New Hires for Supervisors (PWTD) 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 58 Schedule A hires from FY 2017, the agency converted 47 of these employees into permanent competitive positions in FY 2019. Eleven 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 as the benchmark, the 8.44 percentage of PWD for voluntary separations exceeds the 6.48 percentage of PWOD voluntary separations. In addition, the 1.04 percentage of PWD for involuntary separations exceeds the 0.45 percentage of PWOD involuntary separations

Separations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
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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 as the benchmark, the 7.62 percentage of PWTD for voluntary separations exceeds the 6.48 percentage of PWOD voluntary separations. In addition, the 0.95 percentage of PWTD for involuntary separations exceeds the 0.45 percentage of PWOD involuntary separations.

Separations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
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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 2019 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 PWTDs 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](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 to new and existing users. In FY 2019, the agency provided 82 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.)

Data to calculate the average timeframe for processing initial requests is not readily available. Reviews of the agency's FY 2019 processing time data on timeliness indicate that users do not enter relevant data elements consistently. The agency is devising a strategy to address this issue

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 2019 to ensure the effectiveness of its reasonable accommodation program. Specifically, CADS, in collaboration with other offices across the agency, took the following steps: • Provided RA training to new managers through a standardized management curriculum and refresher training to all managers (4,000+ managers) in September 2019 as part of a prerequisite to AFGE contract training; • Conducted mandatory annual training for 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 as well as training for multiple components/offices, including management teams and employee advisory councils; • Implemented weekly, monthly, and quarterly reporting of RA processing, enabling CADS to improve its RA program continuously; and • Monitored the Reasonable Accommodation Wizard (RA Wizard) and Reasonable Accommodation Process Information and Data System (RAPIDS) 3.0 release (rolled out in May 2018), which provides for a more user-friendly experience and functionality to generate reliable data for effective agency-wide reporting and evaluation. The system also enables employees to upload medical documentation directly into the system to prevent improper disclosure

**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.

The agency implemented the PAS program in support of employees who require PAS to perform basic activities of daily living, such as removing and putting on clothing, eating, and using the restroom. The agency incorporated the PAS policy into its existing Reasonable Accommodation Program policy in FY 2018. In FY 2019, CADS made revisions to the policy related to provisions that clarify the requirements for PAS provided by an employee directly on a voluntary basis (cannot receive compensation for voluntary services; provider must sign a gratuitous service agreement and a non-disclosure agreement). The agency published these updates both internally and externally in April 2019. CADS awarded a contract to Empowered Management Solutions, a woman-owned business, as the national service provider. In FY 2019, CADS approved nine requests for PAS and on-boarded six PAS providers through the national contract, which enhances the agency’s ability to recruit and retain individuals with disabilities. As CADS gained more experience administering this program, the agency also identified alternative solutions for providing PAS when the contractor has gaps in coverage or is unable to recruit a candidate due to the limited number of hours an employee needs services, utilizing micro purchase authority to procure services through home-health agencies, such as Visiting Angels.

**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 the last fiscal year. There were 21 EEO complaints in FY 2019 alleging harassment based on disability status that resulted in settlements.

**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 the FY 2019. There were 15 EEO complaints in FY 2019 alleging reasonable accommodation based on disability status that resulted in settlements.

### 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 No

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

Answer N/A

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

<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>The hiring rate of PWDs for the mission-critical occupation (MCO) of Information Technology (Job Series 2210) is lower than expected when comparing the qualified applicant pool to external selections. The qualified applicant pool is comprised of 5.39 percent of PWDs while the external selections of PWDs was 4.20 percent (6 PWDs out of 144 hires).</p>
<p><b>STATEMENT OF BARRIER GROUPS:</b></p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p>

<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>PWDs and PWTDs did not receive cash awards for many of the dollar amount categories as outlined for MD-715 reporting purposes when comparing the inclusion rate of those groups to Persons Without Disabilities.</p>
<p><b>STATEMENT OF BARRIER GROUPS:</b></p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p> <p>People with Targeted Disabilities</p>

<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>PWDs in Cluster GS-11 to SES are below the 12 percent benchmark. PWDs comprise 8.61 percent for this cluster of employees.</p>
<p><b>STATEMENT OF BARRIER GROUPS:</b></p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p>

<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>PWDs and PWTDs did not receive quality step increases when comparing the inclusion rate of those groups to Persons Without Disabilities.</p>
<p><b>STATEMENT OF BARRIER GROUPS:</b></p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p> <p>People with Targeted Disabilities</p>

<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>The hiring rate of PWDs at the GS-13 grade level was lower than expected when comparing the qualified external applicant pool to external selections.</p>
<p><b>STATEMENT OF BARRIER GROUPS:</b></p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p>

<p><b>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</b></p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>Voluntary and Involuntary Separations of PWDs and PWTDs exceeds that of Persons Without Disabilities when using the inclusion rate as the benchmark</p>
<p><b>STATEMENT OF BARRIER GROUPS:</b></p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p> <p>People with Targeted Disabilities</p>

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

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

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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.

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