

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 | No |

GS-1 to GS-10 (PWD): 42.34% compared to 12% GS-11 to SES (PWD): 27.83% compared to 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 |

GS-1 to GS-10 (PWTD): 7.21% compared to 2% GS-11 to SES (PWTD): 3.29% compared to 2%

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numarical Goal	--	12%		2%	
Grades GS-1 to GS-10	111	47	42.34	8	7.21
Grades GS-11 to SES	913	250	27.38	30	3.29

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

Once the EEOC establishes the numerical goals for each FY, the EEO Office and Workforce Management Branch provides identified goals to key stakeholders and the Diversity and Inclusion Council. These goals are communicated to senior level hiring managers in annual reports such as Component Recruitment Outreach Plan (CROP), Disabled Veterans Affirmative Action Plan (DVAAP), and Federal Equal Opportunity Recruitment Program (FEORP). They are also shared with FLETC staff through New Employee Orientation, FLETC New Supervisor Training Program and in Monthly Manager and Employee Training events. Additionally, Federal disability hiring goals are posted on the EEO SharePoint page. Human Resource personnel discuss recruitment strategies with hiring managers, suggesting sources with disability in mind e.g., Schedule A direct hire authority, as

well as 30% or more disabled veteran hiring sources.

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

- 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

To ensure FLETC’s ability to implement and sustain its disability programs, the FLETC employs a dedicated Disability Program Manager and four EEO Specialists who process requests for reasonable accommodation (RA) and Personal Assistance Services (PAS). Additionally, FLETC employs a Section 508 Coordinator, a Selective Placement Coordinator, a Disability Access Coordinator, and alternates to ensure accessibility for employees, students and visitors to all FLETC points of service. FLETC established an assessment process for all requests for Reasonable Accommodation and PAS. This process requires that a Reasonable Accommodation Team consisting of an EEO Specialist, an Attorney from the Office of Chief Counsel, and a Labor Relations Specialist from the Human Capital Office individually assess each RA request. The Team provides advice and procedural guidance to the requestor’s supervisor to make an informed decision regarding the reasonable accommodation request. Federal Occupational Health Service physicians provide occupational medical opinions through contracted services, as needed.

- 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	1	0	0	arlene.gonzalez.@fletc.dhs.
Processing reasonable accommodation requests from applicants and employees	5	0	0	arlene.gonzalez@fletc.dhs.
Processing applications from PWD and PWTB	1	0	0	malcolm.campbell@fletc.dhs.
Answering questions from the public about hiring authorities that take disability into account	1	0	0	malcolm.campbell@fletc.dhs.
Section 508 Compliance	1	0	0	rosemary.jones@fletc.dhs.g
Architectural Barriers Act Compliance	1	0	0	arlene.gonzalez@fletc.dhs.

- 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

During FY 2020, the Disability Program Manager and EEO Specialists participated in training, webinars and meetings presented by a variety of sources. The training sources included: DHS/CRCL, Disability Employment Advisory Council and Diversity Management Section and Component Meetings, Equal Employment Opportunity Commission, Job Accommodation Network, Department of Defense Computer/Electronic Accommodations Program, Federal Exchange on Employment and Disability, Department of Labor Employer Assistance & Resource Network, Department of Labor Office of Disability Employment Policy, LEAD Center and LRP Publications throughout the fiscal year, and Section 508 training. All EEO Specialists received their 8-hour refresher training through Cyberfeds E-learning that included training in Applying Disability Laws When Identifying Employees With Disabilities.

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

All EEO, Human Capital Office, and Office of Chief Counsel staff who participate in RA and PAS processing and employee training, section 508 and accessibility have received sufficient training, funding, and guidance to ensure timely completion of requests for these services.

Section III: Program Deficiencies In The Disability Program

Brief Description of Program Deficiency	C.2.b. Has the agency established disability reasonable accommodation procedures that comply with EEOC's regulations and guidance? [see 29 CFR §1614.203(d)(3)]		
Objective	FLETC Reasonable Accommodation Procedures that are compliant with EEOC regulations and guidance.		
Target Date	Mar 31, 2020		
Completion Date			
Planned Activities	<u>Target Date</u>	<u>Completion Date</u>	<u>Planned Activity</u>
	Jan 18, 2019		Submit FLETC Reasonable Accommodation Procedures to EEOC for review and approval. FLETC submitted its draft Reasonable Accommodation Procedures to EEOC for initial review in September 2019, and met with EEOC in November 2019 to obtain their feedback. FLETC incorporated the EEOC's guidance and submitted updated procedures through the FLETC Directives Review Process, which is projected to be complete in FY 2021.
	May 1, 2019		Completion and publishing of FLETC Reasonable Accommodation Directive
	Nov 19, 2019	November 22, 2019	Final review of Reasonable Accommodation Directive from MRSD, HCO and OCC.
	Nov 25, 2019	July 23, 2020	Submission of Reasonable Accommodation Directive to the Director's Office for the review and approval process for new FLETC Directives.
Accomplishments	<u>Fiscal Year</u>	<u>Accomplishment</u>	
	2019	FLETC's Reasonable Accommodation Procedures have been updated to comply with EEOC's regulations and guidance and was submitted to EEOC for review and approval on July 18, 2019. Additionally, the EEO office, in consultation with key stakeholders in our Mission Readiness Support Directorate, Human Capital Office and Office of Chief Counsel, has also incorporated FLETC's Reasonable Accommodation Procedures into a draft Directive that will be under review through the FLETC Directives Review Process and projected to be complete in FY 2020.	
	2020	FLETC submitted its draft Reasonable Accommodation Procedures to EEOC for initial review in September 2019, and met with EEOC in November 2019 to obtain their feedback. FLETC incorporated the EEOC's guidance and submitted updated procedures through the FLETC Directives Review Process, which is projected to be complete in FY 2021.	

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	FLETC Reasonable Accommodation Procedures that are in compliance with EEOC regulations and guidance, and to implement procedures to assist agency in processing accommodation requests within the timeframe set forth in its reasonable accommodation procedures.		
Target Date	Jan 18, 2019		
Completion Date			
Planned Activities	<u>Target Date</u>	<u>Completion Date</u>	<u>Planned Activity</u>
	May 31, 2020	November 22, 2019	Final review of Reasonable Accommodation Directive from MRSD, HCO and OCC.
	Jun 15, 2020	July 23, 2020	Submission of Reasonable Accommodation Directive to the Director’s Office for the review and approval process for new FLETC Directives.
	Sep 30, 2020		Implement the use of ACMS SMT system to process all reasonable accommodation requests ensuring accurate real time tracking processes and timeframes. The ACMS system has been revised by DHS. FLETC staff will be trained on the new system once revisions are complete. FLETC DPM and RAC continue to monitor and maintain an internal tracking system for reasonable accommodations for students and employees.
	Nov 15, 2020		Completion and publishing of FLETC Reasonable Accommodation Directive.
Accomplishments	<u>Fiscal Year</u>	<u>Accomplishment</u>	
	2019	FLETC’s Reasonable Accommodation Procedures have been updated to comply with EEOC’s regulations and guidance and was submitted to EEOC for review and approval on July 18, 2019. Additionally, the EEO Office, in consultation with key stakeholders in our Office of Chief Counsel, has incorporated FLETC’s Reasonable Accommodation Procedures into a draft Directive that is under review through the FLETC Directives Review Process and projected to be complete in FY 2020.	
	2020	The FY 2020 compliance rate reflected a 1.5 percentage point improvement over the FY 2019 compliance rate with 71.5% of employee Reasonable Accommodation Requests timely- processed in an average of 16.9 days. This slight percentage increase could be attributed to having two EEO Specialists assigned to provide SME assistance to the Disability Program Manager (DPM) with processing in-coming requests for reasonable accommodation; the cases were assigned as a “priority assignment.” EEO staff, inclusive of the DPM, also worked closely with Office of Chief Counsel, Human Capital Office and management officials, to ensure timeframes were met, to every extent possible, in compliance with regulatory requirements. The EEO Office also completed the review and update of the current EEO directive and procedures; this document is currently under concurrent clearance at FLETC and it is anticipated that this new guidance will be assistive with improving compliance rates on requests for accommodation.	

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.

Recruitment: Over the last fiscal year, FLETC has utilized a variety of targeted outreach efforts of Individuals with Disabilities, veterans, members of a minority or racial groups and women to increase recruitment. FLETC was able to participate in nine recruitment and outreach events during FY 2020. Additionally, FLETC maintains an open continuous voluntary applicant file for specific series and grades of high-volume recruitment positions for those candidates with non-competitive hiring eligibility, including Schedule A and 30% or more disabled veterans. FLETC's in-person recruitment and outreach efforts were significantly reduced and modified due to the COVID-19 pandemic. FLETC participated in four in-person recruitment events in early FY 2020: Gallaudet University on 10/4/2019 (PWD/PWTD); Congressman Bennie Thompson G Thompson College and Career Fair (Greenville, MS) on 10/11/2019 (HBCU/MSI); Technical & Engineering Job Fair (Kingsland, GA) on 2/5/2020; and the Navy Tri-Base Fair (Jacksonville, FL) on 3/4/2020. To ensure continued outreach, FLETC participated in the following events virtually: Military Spouse Virtual Hiring Fair (8/12/2020); DHS is Hiring Law Enforcement Webinar 8/28/2020; DHS is Hiring Veterans Webinar 9/9/2020; Warriors to the Workforce Veteran Summit 9/16/2020; the 2020 Virtual National HBCU Week Conference 9/21/2020 through 9/25/2020 (HBCU/MSI); and the DHS is Hiring Students and Recent Grads Webinar (Virtual) on 9/23/2020. FLETC continuously reviews and recommends changes to the recruitment and outreach process and recruitment sources to ensure the continued success of FLETC's ability to recruit and retain a diverse segment of qualified applicants. In FY 2020, FLETC exceeded DHS Workforce Participation Goals for People with Disabilities totaling 307 employees and comprising 28.67% of the permanent workforce, exceeding the requirement of 12%. People with Targeted Disabilities comprised 3.73% of the permanent workforce (40 employees) and exceeded the 2% requirement. Additionally, FLETC exceeded DHS Goals for Schedule A hiring totaling four employees and comprising 8.33% of all new hires in non-law enforcement related positions and exceeded the 1.5% requirement FLETC continued use of the Pathways Programs (Pathways), the federal government's primary entry point for students and recent graduates. In FY 2020, one employee was hired under the Recent Graduates of the Pathways Program. Vacancy announcements are posted on the agency's internal and external websites and social media accounts. Announcements are also sent to FLETC's Diversity Initiative Notification Roster within Monster Government Solutions that includes diverse law enforcement, cultural and professional organizations, various disability related service and support organizations, colleges and universities, and the Wounded Warrior Project. Outreach: Vacancy announcements are posted on the agency's internal and external websites and social media accounts. The WMB sends announcements to FLETC's Diversity Initiative Notification Roster within Monster Government Solutions that includes diverse cultural and professional organizations, various disability related service and support organizations, colleges and universities, and the Wounded Warrior Project. Additionally, FLETC sends vacancy announcements to representatives serving on the Brunswick Glynn County Council on Disabilities. This Committee consists of representatives from numerous disability serving institutions including LIFE – Living Independence for Everyone, Inc., National Alliance on Mental Illness, Georgia Vocational Rehabilitation Agency, Veteran's Administration, Glynn County Emergency Management Agency, and many others.

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

FLETC maintains an open continuous voluntary applicant file for specific series and grades of high-volume recruitment positions for those candidates with non-competitive hiring eligibility, including Schedule A and 30% or more disabled veterans.

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.

The GS-1801, 2210, 0201 and 1102 series are the four mission critical occupational opportunities that are offered through the automated on-line Voluntary Applicant File, which affords Schedule A applicants and disabled veterans consideration without competition for positions for which they are qualified. A 10-point preference file is also maintained that allows HCO to review and refer qualified applicants who are 30% or more disabled veterans to hiring managers for the possibility of non-competitive selections. The Human Capital Office offers these recruitment/hiring options to hiring managers as a first recruitment strategy. Human Capital Office staff completes a qualifications review of all applicants placed in the status file based on the same criteria as all other veteran applicants.

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

Managers receive training initially and biennially through on-line training modules in PALMS titled: Employment of People with Disabilities: A Roadmap to Success, and through Managers Workshops provided by HCO and EEO. Additionally, HCO provides training on the Recruitment Process for Supervisors that includes information about special hiring authorities to include employment of individuals with disabilities is included in the FLETC New Supervisor Training Program.

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.

FLETC’s Disability Program Manager is a member of the Brunswick Glynn County Council on Disabilities. The mission of the Committee is to improve the quality of life of persons with disabilities in the Brunswick Glynn County area by promoting opportunities to work and live in an environment free of architectural or attitudinal barriers. The Disability Program Manager shares vacancy announcements with the Council members, as well as various other disability related service and support organizations, colleges and universities, and the Wounded Warrior Project. The Human Capital Office utilizes a listing of diversity and disability related contacts and sends those contacts email notification of vacancy announcements.

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 for Permanent Workforce (PWD): 34.33% as compared to 12% New Hires for Permanent Workforce (PWTD): 2.99% as compared to 2%

New Hires	Total (#)	Reportable Disability		Targeted Disability	
		Permanent Workforce (%)	Temporary Workforce (%)	Permanent Workforce (%)	Temporary Workforce (%)
% of Total Applicants	1436	10.93	0.00	4.04	0.00
% of Qualified Applicants	1339	10.90	0.00	3.73	0.00
% of New Hires	19	26.32	0.00	0.00	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 Yes

New Hires for MCO (PWD): 26.32% compared to 10.90% qualified applicant pool New Hires for MCO (PWTD): 0% compared to 3.73% qualified applicant pool = trigger Mission critical occupational GS-1801 series have physical and/or medical requirements that cause lower than expected selection rates for both PWD and PWTD.

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability		Targetable Disability	
		Qualified Applicants (%)	New Hires (%)	Qualified Applicants (%)	New Hires (%)
Numerical Goal	--	12%		2%	
1801GENERAL INSPECTION, INVESTIGATION & COMPLIANCE	0	0.00	0.00	0.00	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 Yes
- b. Qualified Applicants for MCO (PWTD) Answer No

Qualified internal applicants for MCO (PWD): 9.98% compared to 29.29% relevant applicant pool = trigger Qualified internal applicants for MCO (PWTD): 3.57% compared to 3.14% relevant applicant pool Although the qualified internal applicants fall below the relevant applicant pool, the selection rate exceed the qualified applicant pool. FLETC will continue to monitor the qualified applicant rate trends

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

Promotions for MCO (PWD): 29.63% compared to 29.29% qualified applicant pool Promotions for MCO (PWTD): 7.41% compared to 3.14% qualified applicant pool

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.

FLETC encourages employee participation in an assortment of career development programs and training opportunities. In FY 2020, FLETC offered monthly Manager and Employee Workshops opportunities to employees for self-development and improvement of job skills in PALMS. Opportunities included job related training, participation in the Developmental Assignment Program, DHS Leader Development Competency Café Series, Foundations and Milestone Programs, HR Academy’s Executive Speaker Series, and Federal Leadership and Professional Development Seminar Series and other formal and informal career development programs. General training opportunities were announced throughout the year by email and postings through FLETCconnect covering a variety of subjects for employees at all grade levels. FLETC continues to make available college academic career development opportunities to permanent employees through the Tuition Assistance Program (TAP). The TAP

reimburses eligible employees for mission-related college courses, helps improve job performance, and enhances needed skills for the future. There are several opportunities available for FLETC employees to participate in mentoring programs, as either a mentee or mentor. The Diversity and Inclusion Council remains available for input on career development programs that support staff retention and succession planning.

B. CAREER DEVELOPMENT OPPORTUNITES

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

FLETC employees have an opportunity to participate in five different mentoring programs: FLETC Mentoring Program, FLETC 8-hour Cornerstone Mentoring Program, DHS Disability Mentoring Program, DHS Women in Law Enforcement Mentoring Program, and the DHS Formal Mentoring Program. The Developmental Assignment Program offers FLETC employees the opportunity to grow in new areas to the benefit of the employee, as well as FLETC. This program provides the workforce an opportunity to expand job responsibilities; develop competencies and knowledge, skills, and abilities; and learn new tools, techniques, and business processes to meet mission requirements. The mission of the DHS Leader Development Program is to maximize mission performance, strengthen the DHS leadership bench, and build leadership competencies at all levels of the DHS workforce through a coherent and seamless continuum of leader development opportunities across the Department. The Leader Development Program framework is a strategic road map designed to yield a stronger cadre of more effective and efficient leaders at every level of DHS leadership. The Foundations Program is one part of the strategic road map. The Foundations Program provides Team Members with tools to develop their current capabilities and navigate their own leadership development in order to strengthen individual abilities and the DHS and FLETC leadership pipeline. Whereas the Foundations Program focuses on the development of one’s own leadership behaviors, the Milestone Program provides Team Leads with tools to develop their current capabilities of leading others and navigate their own leadership development in order to strengthen management capabilities and the DHS leadership pipeline. Other developmental includes the FLETC New Supervisor Training Program, HR Academy’s Executive Speaker Series, Federal Leadership and Professional Development Seminar Series, SES Candidate Development Program, the Tuition Assistance Program, and Monthly Human Capital Office Employee and Management Workshops. Additionally, all employees have access to continuing education classes available in the DHS Performance and Learning Management System.

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 (%)
Mentoring Programs	41	41	24.39	24.39	0	0
Internship Programs	0	0	0	0	0	0
Detail Programs	10	10	20.00	20.00	10.00	10.00
Other Career Development Programs	93	93	26.88	26.88	3.23	3.23
Fellowship Programs	0	0	0	0	0	0
Coaching Programs	0	0	0	0	0	0
Training Programs	0	0	0	0	0	0

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 Yes
- b. Selections (PWD) Answer No

The benchmark for PWD is 28.64%. Triggers exist for PWD in the application rate for all career development programs. No triggers exist for PWD in selections as all applicants were selected. FLETC will continue to market career development programs to all employees, including those with disabilities.

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 Yes
- b. Selections (PWTD) Answer No

The benchmark for PWTD is 3.73%. Triggers exist for PWTD in the application rate for all career development programs. No triggers exist for PWTD in selections as all applicants were selected. FLETC will continue to market career development programs to all employees, including those with disabilities.

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 (Table B9-2), Time off awards were given in the first three Time off award categories on Table B9-2. There were no triggers in the first category of 1-10 Hours that accounted for 88.96% of time off awards. There is a trigger for PWD and PWTD in the 11-20 Hours category with PWD at 2.61%, PWTD at 2.50% compared to 9.68% non-PWD; and in the 21-30 Hours category for PWTD at 0.00% compared to .41% non-PWD. In Cash award categories, triggers exist for PWD received awards in the \$501 - \$999 category equal to 15.31% and PWTD at 7.50% compared to non-PWD rate of 28.59%. There is a trigger for PWTD in the \$2000 - \$2999 category with 0.00% compared to non-PWD of .41%.

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 hours: Awards Given	451	47.56	39.86	52.50	46.82
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	51	2.61	5.68	2.50	2.62
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	5	0.65	0.41	0.00	0.75
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	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
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	230	15.31	24.59	7.50	16.48
Cash Awards: \$501 - \$999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$501 - \$999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$1000 - \$1999: Awards Given	932	80.78	89.59	95.00	78.65
Cash Awards: \$1000 - \$1999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$1000 - \$1999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$2000 - \$2999: Awards Given	5	0.65	0.41	0.00	0.75
Cash Awards: \$2000 - \$2999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$2000 - \$2999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$3000 - \$3999: Awards Given	2	0.33	0.14	0.00	0.37
Cash Awards: \$3000 - \$3999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$3000 - \$3999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Awards Given	0	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$4000 - \$4999: Average Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more: Awards Given	0	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more: Total Amount	0	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more: Average Amount	0	0.00	0.00	0.00	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 (Table B9-2), there is a trigger for both PWD at 4.89% and PWTD at 2.50% compared to non-PWD at 5.41% in Quality Step Increases.

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Total Performance Based Pay Increases Awarded	8	0.00	1.08	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 Yes
 - ii. Internal Selections (PWD) Answer Yes
- 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 No
 - ii. Internal Selections (PWD) Answer No

GS-15 Qualified internal applicants (PWD): 7.01% compared to 22.39% relevant applicant pool = trigger GS-15 Internal selections (PWD): 0.00% compared to 7.01% qualified internal applicants = trigger GS-14 Qualified internal applicants (PWD): 13.64% compared to 28.22% relevant applicant pool = trigger

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 Yes
 - ii. Internal Selections (PWTD) Answer No
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWTD) Answer No
 - ii. Internal Selections (PWTD) Answer Yes
- 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

SES Qualified applicant pool (PWTD): 0.00% compared to 1.49% relevant applicant pool = trigger GS-15 Internal selections (PWTD): 0.00% compared to 4.46% qualified applicant pool = trigger

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 Yes
- d. New Hires to GS-13 (PWTD) Answer Yes

New hires to GS-14 (PWTD): 0.00% as compared to qualified applicant pool 9.38% = trigger New hires to GS-13 (PWTD): 0.00% as compared to qualified applicant pool 4.26% = trigger

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 N/A

ii. Internal Selections (PWD) Answer N/A

b. Managers

i. Qualified Internal Applicants (PWD) Answer N/A

ii. Internal Selections (PWD) Answer N/A

c. Supervisors

i. Qualified Internal Applicants (PWD) Answer N/A

ii. Internal Selections (PWD) Answer N/A

N/A. Unable to determine if triggers exist. Monster Government Solutions applicant flow data is not currently not broken down by Executives, Managers and Supervisors.

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 N/A

ii. Internal Selections (PWTD) Answer N/A

b. Managers

i. Qualified Internal Applicants (PWTD) Answer N/A

ii. Internal Selections (PWTD) Answer N/A

c. Supervisors

i. Qualified Internal Applicants (PWTD) Answer N/A

ii. Internal Selections (PWTD) Answer N/A

N/A. Unable to determine if triggers exist. Monster Government Solutions applicant flow data is not currently not broken down by Executives, Managers and Supervisors.

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 N/A

b. New Hires for Managers (PWD) Answer N/A

c. New Hires for Supervisors (PWD) Answer N/A

N/A. Unable to determine if triggers exist. Monster Government Solutions applicant flow data is not currently not broken down by Executives, Managers and Supervisors.

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 N/A

b. New Hires for Managers (PWTD) Answer N/A

c. New Hires for Supervisors (PWTD) Answer N/A

N/A. Unable to determine if triggers exist. Monster Government Solutions applicant flow data is not currently not broken down by Executives, Managers and Supervisors.

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

The four Schedule A conversions that were missed in FY 2020 were due to a combination of personnel changes in HCO and oversight of the necessary notification processes for the time-sensitive actions. In the current process, HCO pulls a bi-weekly report that identifies individuals who are eligible for conversion. Three months before conversion, HCO notifies the appropriate supervisors of the actions needed on the employee’s behalf to process their conversion. HCO will work with leadership during FY 2021 to identify strategies to ensure conversion actions are requested and implemented within regulatory requirements.

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 No

The inclusion rate for PWD was higher in each category of voluntary separation (resignation 20.69% and retirement 51.72%) than people without disabilities (15.29% and 45.88% respectively.) There were no triggers identified for PWD in the category of involuntary separations (Table B2) with an inclusion rate of 24.14% compared to 36.14%.

Separations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00

Seperations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Removal	1	0.28	0.00
Permanent Workforce: Resignation	6	0.85	0.32
Permanent Workforce: Retirement	52	3.99	4.08
Permanent Workforce: Other Separations	15	0.57	1.39
Permanent Workforce: Total Separations	74	5.70	5.79

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 No

Voluntary separations (PWTD): 10.00% compared to person without targeted disabilities 7.06% = trigger

Seperations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	1	0.00	0.08
Permanent Workforce: Resignation	6	0.00	0.49
Permanent Workforce: Retirement	52	8.16	3.89
Permanent Workforce: Other Separations	15	0.00	1.22
Permanent Workforce: Total Separations	74	8.16	5.67

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.

PWD involuntary separation: one, NOA: 330 Removal PWTD voluntary separations: three, NOA: 302 Retirement voluntary and one, NOA:301 Retirement Disability

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.fletc.gov/accessibility-statement>

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.

<https://www.fletc.gov/accessibility-statement>

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.

The 612 and 614 public facility projects at BG003. In 2019, FLETC completed a DB0152 Access Plan for Public Facing Programs and Activities (Non-Employment). This is a three-phase general methodology plan expected to ensure that FLETC's public facing programs and activities are universally accessible to individuals with disabilities at the four training delivery points (Glynco, GA; Charleston, SC; Cheltenham, MD; Artesia, NM) and at FLETC's office in Washington, D.C. For 2021, FLETC will continue executing the "Component Disability Access Plan for Public Facing Programs and Activities (Non-Employment)" DHS Directive and Instruction 065-01-001 that was completed in 2019. Additionally, any accessibility projects scheduled for FY 20 that were not completed have been deferred to FY 21.

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.)

FLETC processed accommodation requests in an average of 16.9 days in FY 2020.

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.

In FY 2020, FLETC EEO Specialists briefed all new employees (supervisors and nonsupervisory) on the reasonable accommodation process during new employee orientation. The Disability Program Manager provided Reasonable Accommodation training during FLETC New Supervisor Training Program, as well as workshops for both supervisory and non-supervisory employees. In FY 2020, 71.5% of employee Reasonable Accommodation Requests were processed timely, with an average of 16.9 days. A draft Reasonable Accommodation Directive is in the review process that provides detailed guidance for the processing of requests. The FLETC team approach to processing requests for Reasonable Accommodation has demonstrated that this approach is effective in the accommodations provided, the processing time average, and the knowledge sharing between the Human Capital Office, Office of Chief Counsel and the EEO Office. The EEO Office/ DPM established a new work group under the auspices of the FLETC Diversity Council. This work group is called the Student and Employee Disability and Accessibility Work Group (SEDAWG) and consists of representatives from various divisions and offices at FLETC whose mission includes responsibility for adherence to the Rehabilitation Act and the Americans with Disabilities Act. The offices include the Facilities Management Division, IT Business Management Division, Student Services Division, Security Management Operations, Human Capital Office, End-User Computing Support Branch, Evaluation and Analysis Branch, Critical Incident Stress Management Office, and the EEO Office. This group has been very successful in providing information to the FLETC workforce on FLETC Connect on topics such as Schedule A Hiring, Veterans Hiring, Agency Responsibilities under the Rehabilitation Act, Reasonable Accommodation and Accessibility. The network established by SEDA WG was directly instrumental in facilitating requests for accommodation, especially in the areas of technology and accessibility. Lastly, FLETC's National Disability Employment Awareness Month Planning Committee sponsored a program and information/technology fair, which provided attendees information about reasonable accommodation, Computer Accommodation Program, Schedule A, braille and UbiDuo equipment, etc. The fair was well attended and supported by senior leaders at FLETC and other training delivery points.

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.

Requests from employees with targeted disabilities who require personal assistant services (PAS) will be processed under the FLETC reasonable accommodation policy. In FY 2020, there were no requests for personal assistant services.

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 No

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.

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.

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

Source of the Trigger:	Other					
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?	CAREER DEVELOPMENT OPPORTUNITIES FY 2020: The benchmark for PWD is 28.64%. Triggers exist for PWD in the application rate for all career development programs. No triggers exist for PWD in selections as all applicants were selected. The benchmark for PWTD is 3.73%. Triggers exist for PWTD in the application rate for all career development programs. No triggers exist for PWTD in selections as all applicants were selected. FLETC will continue to market career development programs to all employees, including those with disabilities. FY 2019: • In FY 2019, triggers exist for PWD among the applicants (16.67% for the Mentoring Program and 14.29% for the Detail Program), in comparison to 26.37% for the relevant applicant pool. • Triggers exist for PWTD in the Mentoring Program. There were no PWTD applicants for this program.					
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> People with Disabilities People with Targeted 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.	Barrier Name Undetermined		Description of Policy, Procedure, or Practice Continue to review policies, procedures and practices to identify any barriers for career development opportunities.			
Objective(s) and Dates for EEO Plan						
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description	
07/08/2020	09/30/2021	Yes			To determine if barriers exist to PWD and PWTD in the application process for the Mentoring Program.	
Responsible Official(s)						
Title		Name		Standards Address The Plan?		
EEO Officer		John Weaver		Yes		
HCO Officer		Candice Porter		Yes		
Planned Activities Toward Completion of Objective						
Target Date	Planned Activities			Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2020	Review the Mentor and Detail program policies and practices for barriers for PWD and PWTD.			Yes		05/11/2020
09/30/2020	Look at the marketing and announcement process for the Mentor and Detail programs and determine if efficient.			Yes		05/11/2020
09/30/2020	Identify other Career Development opportunities.			Yes		01/17/2020

Report of Accomplishments	
Fiscal Year	Accomplishment
2020	<p>FLETC Developmental Assignment Program opportunities were announced on FLETCconnect under Career Development. Additionally, the announcement was emailed to staff for their awareness.</p> <p>In FY 2020, training opportunities for staff included cross-training opportunities through the Developmental Assignment Program for 10 employees, of which five or 50.00% were from a LPG, two or 20.00% were Persons with Disability (PWD) and one or 10.00% was a Person with a Targeted Disability (PWTD).</p> <p>Throughout the year, the Workforce Development Branch announced opportunities to participate in mentoring programs on FLETCconnect, emails, staff meetings and flyers. In FY 2020, 41 FLETC employees participated in five different mentoring programs, (The FLETC Formal Mentoring Program, The FLETC 8-hour Cornerstone Mentoring, The DHS Disability Mentoring Program, The DHS Women in Law Enforcement Mentoring Program, and The DHS Formal Mentoring Program). Of the 41 employees, (23 mentees and 18 mentors), ten or 24.39% were PWD and one or 2.44% was a PWTD.</p> <p>Other Career Development opportunities include the FLETC Milestone and Foundations Programs. In FY 2020, in the FLETC Milestone Program, there were 19 participants, of which five or 26.32% were PWD. In the FLETC Foundations Program, there were seventeen participants, of which 11.77% were PWD. Additionally, FLETC included five participants from its participating organizations (Treasury Inspector General for Tax Administration and U.S. Customs and Border Protection) in order to take a collaborative approach to employee development.</p>

Source of the Trigger:		Workforce Data (if so identify the table)			
Specific Workforce Data Table:		Workforce Data Table - B9			
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:		AWARDS FY 2020: Using the inclusion rate as the benchmark (Table B9-1), FLETC identified triggers involving the percentage of PWD (24.02%, which is -7.56% lower than Non-PWD) and PWTD (17.07%, which is -14.51% lower than Non-PWTD) who received Time off awards; and PWD (125.81%, which is -8.47% lower than Non-PWD) and PWTD (134.15%, which is -0.13% lower than Non-PWTD) for Cash awards. Using the inclusion rate as the benchmark (Table B9-1), FLETC identified triggers involving the percentage of PWTD (2.44%, which is -2.18% lower than Non-PWTD) who received Quality step increases. FY 2019: Using the inclusion rate as the benchmark (Table B9-1), FLETC identified triggers involving the percentage of PWD (24.02%, which is -7.56% lower than Non-PWD) and PWTD (17.07%, which is -14.51% lower than Non-PWTD) who received Time off awards; and PWD (125.81%, which is -8.47% lower than Non-PWD) and PWTD (134.15%, which is -0.13% lower than Non-PWTD) for Cash awards. Using the inclusion rate as the benchmark (Table B9-1), FLETC identified triggers involving the percentage of PWTD (2.44%, which is -2.18% lower than Non-PWTD) who received Quality step increases.			
Provide a brief narrative describing the condition at issue.					
How was the condition recognized as a potential barrier?					
STATEMENT OF BARRIER GROUPS:		Barrier Group			
		People with Disabilities			
		People with Targeted Disabilities			
Barrier Analysis Process Completed?:		Y			
Barrier(s) Identified?:		N			
STATEMENT OF IDENTIFIED BARRIER:		Barrier Name		Description of Policy, Procedure, or Practice	
Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.		Undetermined		Continue to review policies, procedures and practices to identify any barriers for awards.	
Objective(s) and Dates for EEO Plan					
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
11/04/2019	11/04/2022	Yes			The EEO Office and HR will work in concert to ensure detailed workforce data is available to EEO for in-depth barrier analysis.
Responsible Official(s)					
Title		Name		Standards Address The Plan?	
EEO Officer		John Weaver		Yes	
HCO Officer		Candice Porter		Yes	
Planned Activities Toward Completion of Objective					
Target Date	Planned Activities			Sufficient Staffing & Funding?	Modified Date
06/30/2020	Request HCO provide quarterly detail data for award and recognitions, or provide training to EEO staff.			Yes	09/15/2020

Planned Activities Toward Completion of Objective				
Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2020	Perform trend analysis of detail PWD workforce data.	Yes	09/30/2021	
09/30/2020	Breakout trend analysis for awards and recognitions by Directorate and share with Senior Managers for awareness.	Yes	01/31/2021	
Report of Accomplishments				
Fiscal Year	Accomplishment			
2020	<p>Request HCO provide quarterly detail data for award and recognitions, or provide training to EEO staff. Update: The EEO Specialist was given access to detail data for awards and recognitions through NFC Reporting Center.</p> <p>Perform trend analysis of detail PWD workforce data. Update: Detail data for awards and recognitions have been pulled for FY 2016 through FY 2019. PWD and PWT D inclusion rate in all level of awards falls below their comparator from 2017 through 2019. FY 2020 data tables depict that trend did not continue in cash award categories \$500-under, \$2000-2999 and \$3000-3999. Time off Awards also saw a change in participation in the 1-10 Hours and 21-30 Hours. The upward swing is worth noting and will be included in the Departmental summaries. In FY 2021, FLETC will continue to evaluate the FY 2020 data against baselines that were established for FY 2019. Analysis of all awards given in FY 2019 showed that 99.91% of employees received at least one award. That number breaks down to 14.38% awards were to people with disabilities and 85.61% to those identifying no disability. Additional findings will be identified in the FY 2021 action planning.</p> <p>Breakout trend analysis for awards and recognitions by Directorate and share with Senior Managers for awareness. Update: FLETC has pulled the awards and recognitions detail data, is currently sorting it by organization, and will distribute to senior management for their awareness during FY 2021.</p>			

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?	PROMOTIONS FY 2020: The percentage of PWD among the selectees for promotion at grades GS-13 (0.00%) and GS-14 (0.00%) fell below their benchmark. The percentage of PWTD among the selectees for promotion for grades GS-13 (0.00%) and GS-14 (0.00%) fell below their benchmarks. The percentage of PWD among the new hires at grades GS-13 (6.90%), GS-14 (0.00%) and GS-15 (0.00%) fell below their benchmarks. The percentage of PWTD among the new hires at grades GS 13 (3.45%), GS-14 (0.00%) and GS-15 (0.00%) fell below their benchmarks. FY 2019: The percentage of PWD among the selectees for promotion at grades GS-13 (0.00%) and GS-14 (0.00%) fell below their benchmark. The percentage of PWTD among the selectees for promotion for grades GS-13 (0.00%) and GS-14 (0.00%) fell below their benchmarks. The percentage of PWD among the new hires at grades GS-13 (6.90%), GS-14 (0.00%) and GS-15 (0.00%) fell below their benchmarks. The percentage of PWTD among the new hires at grades GS 13 (3.45%), GS-14 (0.00%) and GS-15 (0.00%) fell below their benchmarks.					
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> People with Disabilities People with Targeted 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.	Barrier Name Unidentified		Description of Policy, Procedure, or Practice Continue review of policies, procedures and practices for promotions.			
Objective(s) and Dates for EEO Plan						
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description	
11/04/2019	11/04/2022	Yes			EEO and HR will work toward identifying possible barriers to the external hiring and internal promotions of PWD and PWTD. Analysis of detailed hiring and promotion data will be the initial focus.	
Responsible Official(s)						
Title		Name		Standards Address The Plan?		
HCO Officer		Candice Porter		Yes		
EEO Officer		John Weaver		Yes		
Planned Activities Toward Completion of Objective						
Target Date	Planned Activities			Sufficient Staffing & Funding?	Modified Date	Completion Date
06/30/2020	Work with HR to gain access and receive training for pulling detailed work force data.			Yes		04/10/2020

Planned Activities Toward Completion of Objective				
Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
06/30/2020	Work with HR to determine appropriate recruitment data and development of metrics.	Yes	09/30/2021	
09/30/2020	Perform data analysis to determine where hiring is occurring, series, grade, etc.	Yes		09/30/2021
Report of Accomplishments				
Fiscal Year	Accomplishment			
2020	<p>Work with HR to gain access and receive training for pulling detailed work force data. The EEO Specialist was given access to detail data through NFC Reporting Center.</p> <p>Work with HR to determine appropriate recruitment data and development of metrics. Update: Although due to the pandemic most of the targeted events were cancelled, for external new hires, FLETC was able to pursue diverse recruitment initiatives by sending vacancy announcements to targeted professional law enforcement, cultural and veterans organizations through the Diversity Initiative Notification in Monster Government Solutions. Additionally, we were able to participate virtually in the Navy Tri-Base Career Fair, DHS is Hiring Law Enforcement Virtual webinar, and Warriors to the Workforce Veteran’s Summit. FLETC DPM met with Ft. Stewart Wounded Warrior Program officials and briefed them on Schedule A Hiring Authority, usajobs.gov website, and reasonable accommodation. A FLETC Training Division representative participated in U.S. Army Garrison Fort Stewart Wounded Warrior Program Town Hall in November 2019 at which time he spoke of career opportunities at FLETC and shared his experience as an individual with a targeted disability working as an GS-1801 Law Enforcement Instructor at FLETC.</p> <p>Perform data analysis to determine where hiring is occurring, series, grade, etc. Update: Detail data for PWD/PWTD new hires have been pulled for FY 2015 through FY 2020. In FY 2021, FLETC will continue to work to provide a baseline for trend analysis.</p>			

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?	SEPARATIONS FY 2020: Using the inclusion rate, triggers exist for PWD (3.23%) who involuntarily separated from the agency, as compared to the rate of persons without disabilities (1.80%). FY 2019: Using the inclusion rate, triggers exist for PWD (3.23%) who involuntarily separated from the agency, as compared to the rate of persons without disabilities (1.80%).				
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.	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
11/04/2019	11/04/2020	Yes	09/30/2021		To perform a trend analysis to identify if any barriers exist in the separation rate of PWD.
Responsible Official(s)					
Title		Name		Standards Address The Plan?	
EEO Officer		John Weaver		Yes	
HCO Officer		Candice Porter		Yes	
Planned Activities Toward Completion of Objective					
Target Date	Planned Activities		Sufficient Staffing & Funding?	Modified Date	Completion Date
06/30/2020	Conduct further analysis on nature of action codes for other separations.		Yes		04/16/2020
09/30/2020	Identify any trends and/or barriers.		Yes	09/30/2021	

Report of Accomplishments	
Fiscal Year	Accomplishment
2020	An EEO Specialist has access to systems that contain employee data in singular caches. The data for each analysis point is pulled separately and then compiled by hand to provide the basis for substantive analysis. FLETC continues to gather Separations data for prior years to complete the trend analysis and make a determination if barriers exist regarding the separation rate of PWD and PWTD.

Source of the Trigger:	Workforce Data (if so identify the table)					
Specific Workforce Data Table:	Workforce Data Table - B6					
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?	PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING) FY 2020: In comparison to the qualified applicant benchmark (9.04%), a trigger does exist for PWD (8.51%) among the qualified external applicants for the GS-1801 series. In comparison to the benchmark for PWD (27.47%), a trigger does exist for PWD (12.00%) among the qualified internal applicants for the GS-1801 series. FY 2019: Table B6-1, although the GS-1801 permanent workforce, PWD (27.47%) and PWTD (3.65%) exceed their 12% and 2% goal, new hires fall below in comparison to applicant benchmarks.					
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.	Barrier Name		Description of Policy, Procedure, or Practice			
	Unidentified		Continue to review policies, procedures and practices for current triggers to ensure there are no barriers.			
Objective(s) and Dates for EEO Plan						
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description	
10/01/2019	09/30/2022	Yes			To identify if barriers exist in the recruitment and hiring process for the 1801 series.	
Responsible Official(s)						
Title		Name		Standards Address The Plan?		
Branch Chief, Strategic Recruitment Diversity Inclusion and Development		Brenda M. Lloyd		Yes		
Human Capital Officer		Candice Porter		Yes		
EEO Officer		John C. Weaver		Yes		
Planned Activities Toward Completion of Objective						
Target Date	Planned Activities			Sufficient Staffing & Funding?	Modified Date	Completion Date
06/30/2020	Initiate analysis of recruitment processes for 1801 series.			Yes		08/31/2020
09/30/2020	Work with HR to initiate an internal metric collection tool to better track the hiring process from advertisement to hire.			Yes	09/30/2021	

Planned Activities Toward Completion of Objective				
Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2020	Examine physical requirements for GS-1801 positions.	Yes		01/29/2021
09/30/2020	Work with FLETC's new Data Driven Management office statistician to request detailed data on exit surveys to include ERI and gender information to analyze for any indicators of why Hispanic or Latino males, White males and females separation rates exceed their participation rates.	Yes		01/27/2020

Report of Accomplishments	
Fiscal Year	Accomplishment
2020	<p>Initiate analysis of recruitment processes for 1801 series. Update: Although due to the pandemic most of the targeted events were cancelled, FLETC was able to pursue recruitment initiatives for the GS-1801 series by sending vacancy announcements to targeted professional law enforcement, cultural and veterans organizations through the Diversity Initiative Notification in Monster Government Solutions. Additionally, we were able to participate virtually in the Navy Tri-Base Career Fair, DHS is Hiring Law Enforcement Virtual webinar, and Warriors to the Workforce Veterans Summit. FLETC DPM met with Ft. Stewart Wounded Warrior Program officials and briefed them on Schedule A Hiring Authority and usajobs.gov website and reasonable accommodation. A FLETC Training Division representative participated in U.S. Army Garrison Fort Stewart Wounded Warrior Program Town Hall in November 2019 at which time he spoke of career opportunities at FLETC and shared his experience as an individual with a targeted disability working as an GS-1801 Law Enforcement Instructor at FLETC.</p> <p>Work with HR to initiate an internal metric collection tool to better track the hiring process from advertisement to hire. Update: In FY 2020, Monster Government Solutions worked to implement updates on applicant flow data. Pending this implementation, FLETC amended this planned activity for the EEO Specialist to work an overall five year GS-1801 trend analysis on ERI and gender participation, New Hires (internal and external), and Separation rates. The EEO Specialist will continue the trend analysis in FY 2021 to examine GS-1801 individuals with disabilities.</p> <p>Examine physical requirements for GS-1801 positions. Update: Physical requirements for each of the GS-1801 instructor positions is defined by the hiring manager when the position description is being created. The PDs are reviewed every time they are submitted and now that we are using Monster, PDs have a review cycle of 3 years.</p>

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

PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING) Planned Activity: Work with HR to initiate an internal metric collection tool to better track the hiring process from advertisement to hire. Factors: In FY 2020, FLETC was notified that Monster Government Solutions was in the process of implementing an update to their systems that will improve the reporting capabilities of applicant flow data. The EEO Specialist took that time to conduct trend analysis on the GS-1801 series to further identify applicant trends. Once the updated reporting features are finalized, the EEO Specialist will work along with the newly formed FLETC Diversity Office and the Human Capital Office to identify any areas of the hiring process for GS-1801's that are not identified in the new reporting feature in Monster Government Solutions.

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

PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING) Although no barriers have been identified thus far, the EEO Specialist, and the newly formed FLETC Strategic Recruitment, Diversity, Inclusion, and Development Office will assess

GS-1801 applicant trend analysis against the identified recruitment processes for recommendations of future targeted recruitment efforts for women and members of minority racial or ethnic groups to include individuals with disabilities. AWARDS Impacts will be measured starting in FY 2021 during ongoing trend analysis.

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.

N/A