

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): 45.87% compared to 12% GS-11 to SES (PWD): 33.80% 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): 8.26% compared to 2% GS-11 to SES (PWTD): 3.50% 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	109	50	45.87	9	8.26
Grades GS-11 to SES	931	312	33.51	33	3.54

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 HCO WMB provide identified goals to key stakeholders and the SRDI Council. These goals are also communicated to senior level hiring managers in annual reports such as Disabled Veterans Affirmative Action Plan (DVAAP) and the Federal Equal Opportunity Recruitment Program (FEORP). They are also shared with FLETC staff through FLETC New Supervisor Training Program. Additionally, Federal disability hiring goals are posted on the EEO SharePoint page located under Disability and Reasonable Accommodation – What are Agency Responsibilities for Hiring People with Disabilities? 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

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

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 HCO 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. FLETC’s Medical Officer acts as an ad-hoc member of the Team providing occupational medical opinions and guidance to the Team. Federal Occupational Health Service physicians provide occupational medical opinions through contracted services, as needed.

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

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 Disability Program Manager and EEO Specialists participated in training, webinars and meetings presented by a variety of sources during FY 2021. 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. An 8-hour refresher training through CyberFeds E-learning that included training in Applying Disability Laws When Identifying Employees with Disabilities was provided to the EEO Specialists with an 85.7% completion rate. All EEO Specialists received training on the ACMS RA tracking system.

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, HCO, 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.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	Sep 14, 2021		
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	June 1, 2021	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	September 14, 2021	Completion and publishing of FLETC Reasonable Accommodation Directive.
Accomplishments	<u>Fiscal Year</u>	<u>Accomplishment</u>	
	2021	The compliance rate for processing RA requests continued to improve during FY 2021. The average processing time for cases closed was 85.7%, which is a 19.9% increase over FY 2020’s rate of 71.5%. The average number of days to process RA requests was 13.7 days, which is 3.5 days fewer than in FY 2020. The EEO staff completed the review process of FLETC’s Reasonable Accommodation Directive addressing the updates requested by EEOC. The new directive was issued on 9/14/2021 and established reasonable timelines for completion of RA requests. The increased focus the EEO staff placed on RA processing and timeliness was a considerable factor in this improvement. FLETC is tracking Reasonable Accommodation requests utilizing the Accessibility Compliance Management System Service Management Tool (ACMS SMT).	
	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: FLETC has utilized a variety of targeted outreach efforts for Individuals with Disabilities, veterans, members of minority or racial groups, and women to increase these populations in the applicant pool. FLETC was able to participate in nine recruitment and outreach events during FY 2021 that included both virtual and in-person attendance. Four of the events were targeted to People with Disabilities and Veterans. 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. Outreach to the following targeted audiences: (Students, Recent Graduates, Pathways, Interns, Minorities, Women and STEM) include: Cybercorps®: Scholarship for Service Virtual Job Fair on 3/3/2021-3/4/2021; Savannah State University Job Fair on 3/10/2021 (HBCU); Bethune Cookman University Job Fair on 3/17/2021 (HBCU) Outreach to the following targeted audiences: (Veterans, Transitioning Service Members, Military Spouses, Women) US Veterans Chamber of Commerce Virtual Recruiting and Hiring Fair on 03/24/21-3/25/21, 06/23/21-06/24/21 and 09/22/21-09/23/21; Careers and the Disabled Virtual Career Fair on 06/14/21. 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. The opportunity to participate was significantly reduced due to the CDC requirements for social distancing, large groups, and safety and welfare of both recruiters and student populations. In FY 2021, FLETC exceeded DHS Workforce Participation Goals for People with Disabilities totaling 372 employees and comprising 34.16% of the permanent workforce, exceeding the requirement of 12%. Compared to FY 2020 updated data, this is an increase of 1.04% in representation. The participation of People with Targeted Disabilities rose to 4.04% of the permanent workforce (44 employees) surpassing FY 2020's participation rate of 3.73%, exceeding the 2% requirement. Of the sixteen employees with disabilities who were hired during FY 2021, six were hired using the Schedule A appointing authority. Three of the Schedule A hires were people with targeted disabilities. FLETC exceeded DHS Goals for Schedule A hiring of 1.5% hiring a total of six employees and comprising 11.54% of all new hires. FLETC continued to use the Pathways Programs (Pathways), the federal government's primary entry point for students and recent graduates. In FY 2021, four employees were hired under the Pathways Recent Graduates Program.

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 online VAF. This file 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 HCO offers these recruitment/hiring options to hiring managers as a first recruitment strategy. HCO staff completes a qualifications review of all applicants placed in the status file based on the same criteria as all other veteran applicants. FLETC determines eligibility for Schedule A appointment as follows: • The candidate self-identifies as an individual eligible for hiring under a special

appointing authority (e.g., Schedule A). As part of the application for employment, the candidate must upload and provide documentation used to verify that the individual being hired is indeed a person eligible for hiring under a special appointment authority. For Schedule A this would be an ADA disability letter. • When the vacancy announcement closes, the HR Specialist reviews applications to determine eligibility and qualifications. The HR Specialist reviews the candidates' qualifications against the vacancy announcement. For Schedule A eligibility, the HR Specialist ensures the documentation provided is addressed from a licensed medical professional; a licensed vocational rehabilitation specialist; or any Federal agency, state agency, or agency of the District of Columbia or a U.S. territory that issues or provides disability benefits. • If qualified and eligible, the application is "tagged" as non-competitively eligible and qualified within the hiring management system. Forwarding the individual's application (when a candidate applies through competitive procedures): • If deemed eligible and qualified, the candidate is referred to the selecting official on the vacancy certificate. The certificate includes the information that the candidate is non-competitively eligible. The hiring manager does not know the hiring authority for each person on their certificate of candidates (e.g., Schedule A, 30% or More Vet, VRA), only that everyone on their list is eligible and qualified for consideration. The certificate is issued in alphabetical order, regardless of hiring eligibility. • If selected, the HR Specialist requests the Schedule A candidate complete the SF-256 Self Identification of Disability Form to clarify the legal authority code for the Schedule A hiring Action. The HR Specialist also discusses possible onboarding dates with the hiring manager following completion of any pre-employment security or drug testing adjudication. Forwarding the individual's application (when a candidate applies through VAF procedures): • The HR Specialist provides a referral list to the hiring manager. All candidates who have applied for a position under the VAF are self-identifying as non-competitively eligible. • When the manager has made a selection, the HR Specialist informs the manager what kind of non-competitive appointment memorandum is required. It is at this time that the manager is informed of the type of appointing authorities to be used for the selectee. • If selected, the HR Specialist requests the Schedule A candidate complete the SF-256 Self Identification of Disability Form to clarify the legal authority code for the Schedule A hiring Action. Following approval of the non-competitive memorandum and any pre-employment security or drug testing adjudication, the HR Specialist discusses possible onboarding dates with the hiring manager.

- 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 online 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, which 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. The HCO 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): 40.79% as compared to 12% New Hires for Permanent Workforce (PWTD): 9.21% as compared to 2%

New Hires	Total (#)	Reportable Disability		Targeted Disability	
		Permanent Workforce (%)	Temporary Workforce (%)	Permanent Workforce (%)	Temporary Workforce (%)
% of Total Applicants	340	16.18	0.00	7.06	0.00
% of Qualified Applicants	308	15.91	0.00	7.47	0.00
% of New Hires	9	11.11	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 No

There were nine external selections in the 1801 series during FY 2021. 11.11% of selections were PWD compared to their benchmark of 15.91%. There were no external selections for PWTD compared to their benchmark of 7.45%. However, no trigger is being identified using the “rule of one” as directed by EEOC in that one gain or loss would remove the trigger.

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability	Targetable Disability
		New Hires (%)	New Hires (%)
Numerical Goal	--	12%	2%
1801 GENERAL INSPECTION, INVESTIGATION & COMPLIANCE	9	11.11	0.00

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

- a. Qualified Applicants for MCO (PWD) Answer No
- b. Qualified Applicants for MCO (PWTD) Answer No

There are no triggers for PWD or PWTD using the “rule of one” as directed by EEOC in that one gain or loss would remove the trigger. PWD had an application rate of 18.26% and their qualified internal application rate was 18.25%. PWTD qualified at the rate of 9.32% compared to their application rate of 9.53%.

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 Yes

The selection rate for PWD in the 1801 series was 28.57% compared to the benchmark of 9.13%. There were no promotions for PWT. The benchmark for PWT was 9.32% indicating a trigger does exist for this group in FY 2021.

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 PWT, have sufficient opportunities for advancement.

FLETC encourages employee participation in an assortment of career development programs and training opportunities. Thousands of self-paced courses are available to employees through Skillsoft and LinkedIn Learning. Development opportunities include job related training, participation in the Developmental Assignment Program, DHS Leader Development Competency Café 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. FLETC's SRDI Council's ongoing collaboration among HCO, and the EEO Office has developed into a viable partnership for participation in numerous community outreach activities, career/job fairs, and conferences at colleges and universities throughout the reporting year. The Council's initiatives focus on, among other objectives, ways to meet prescribed workforce representation goals and benchmarks.

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. Not all established developmental programs were offered during FY 2021 due to COVID-19 constraints. 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 Milestones 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. In 2021, FLETC employees had the opportunity to access more than 250,000 instructional videos and courses via LinkedIn Learning to help achieve learning goals through relevant, high-quality content. Other developmental opportunities include the FLETC New Supervisor Training Program, HR Academy's Executive Speaker Series, Federal Leadership and Professional Development Seminar Series, SES Candidate Development Program, and TAP. Additionally, all employees have access to continuing education classes through Skillsoft 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	29	29	55.17	100	6.90	100
Internship Programs	0	0	0	0	0	0
Fellowship Programs	0	0	0	0	0	0
Coaching Programs	0	0	0	0	0	0
Training Programs	0	0	0	0	0	0
Detail Programs	7	7	42.86	100	14.29	100
Other Career Development Programs	35	35	40.00	100	8.57	100

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

FY 2021 saw a decrease in the number of employees applying to career development programs by 49%. The benchmark for PWD is 32.56%. Triggers do not exist for PWD in the application rate for career development programs in FY 2021. 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 No
- b. Selections (PWTD) Answer No

FY 2021 saw a decrease in the number of employees applying to career development programs by 49%. The benchmark for PWTD was 3.93%. Triggers do not exist for PWTD in the application rate for career development programs in FY 2021. 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

Time off awards in the category of 1-10 hours presents a trigger for PWTD. Time off awards in the category of 21-30 hours presents a trigger for PWD. Average hours for time off awards are consistent across all groups. Monetary awards in the category of \$501-\$999 present a trigger for PWD. Monetary awards in the category of \$1000-\$1999 presents triggers for both PWD and PWTD. Averaged award amounts are less for PWD and PWTD in the \$501-\$999 and in the \$1,000-\$1,999 monetary award

categories.

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 hours: Awards Given	244	23.12	21.85	15.91	24.09
Time-Off Awards 1 - 10 Hours: Total Hours	1779	165.32	160.78	113.64	172.26
Time-Off Awards 1 - 10 Hours: Average Hours	7.29	1.92	1.07	16.23	0.00
Time-Off Awards 11 - 20 hours: Awards Given	52	5.11	4.63	4.55	5.18
Time-Off Awards 11 - 20 Hours: Total Hours	735	67.74	67.58	72.73	67.07
Time-Off Awards 11 - 20 Hours: Average Hours	14.13	3.56	2.11	36.36	-0.84
Time-Off Awards 21 - 30 hours: Awards Given	11	0.54	1.30	0.00	0.61
Time-Off Awards 21 - 30 Hours: Total Hours	272	12.90	32.42	0.00	14.63
Time-Off Awards 21 - 30 Hours: Average Hours	24.73	6.45	3.60	0.00	7.32
Time-Off Awards 31 - 40 hours: Awards Given	2	0.54	0.00	2.27	0.30
Time-Off Awards 31 - 40 Hours: Total Hours	80	21.51	0.00	90.91	12.20
Time-Off Awards 31 - 40 Hours: Average Hours	40	10.75	0.00	90.91	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	163	14.78	15.34	15.91	14.63
Cash Awards: \$501 - \$999: Total Amount	106340.32	10221.53	9674.85	11305.32	10076.14
Cash Awards: \$501 - \$999: Average Amount	652.39	185.85	91.27	1615.05	-5.88
Cash Awards: \$1000 - \$1999: Awards Given	940	81.45	89.58	81.82	81.40
Cash Awards: \$1000 - \$1999: Total Amount	1255900	107392.47	120535.46	106818.18	107469.51
Cash Awards: \$1000 - \$1999: Average Amount	1336.06	354.43	194.73	2967.18	3.94
Cash Awards: \$2000 - \$2999: Awards Given	6	0.54	0.58	0.00	0.61
Cash Awards: \$2000 - \$2999: Total Amount	13500	1075.27	1374.82	0.00	1219.51
Cash Awards: \$2000 - \$2999: Average Amount	2250	537.63	343.70	0.00	609.76
Cash Awards: \$3000 - \$3999: Awards Given	0	0.00	0.00	0.00	0.00

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
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	3	0.27	0.29	0.00	0.30
Cash Awards: \$5000 or more: Total Amount	16500	1478.49	1591.90	0.00	1676.83
Cash Awards: \$5000 or more: Average Amount	5500	1478.49	795.95	0.00	1676.83

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 No
- b. Pay Increases (PWTD) Answer No

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Total Performance Based Pay Increases Awarded	10	0.27	1.30	0.00	0.30

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 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 Yes

GS-15 – benchmark is 28.47% and both Qualified Internal Applicants and Internal Selections fall below that mark with 20% and 4% respectively. GS-14 – benchmark is 33.04% and the Qualified Internal Applicants falls below that mark with 4.38%. GS-13 – benchmark is 33.67% and both the Qualified Internal Applicants and Internal Selections fall below that mark with 3.46% and 21.05% respectively.

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

- a. SES
 - i. Qualified Internal Applicants (PWTD) Answer No
 - ii. Internal Selections (PWTD) Answer No
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWTD) Answer No
 - ii. Internal Selections (PWTD) Answer No
- c. Grade GS-14
 - i. Qualified Internal Applicants (PWTD) Answer Yes
 - ii. Internal Selections (PWTD) Answer Yes
- d. Grade GS-13
 - i. Qualified Internal Applicants (PWTD) Answer Yes
 - ii. Internal Selections (PWTD) Answer Yes

GS-14 benchmark for PWTD is 3.27%. Both Internal Qualified Applicants and Selections fall below the mark with 1.81% and 0% respectively. GS-13 benchmark for PWTD is 2.72%. Both Internal Qualified Applicants and Selections fall below the mark with 1.62% and 0% respectively.

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

Due to EEOC's rule of one, the GS-15 new hires percentage is not considered a trigger.

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

Due to EEOC's rule of one, the GS-15 new hires percentage is not considered a 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

We note that the HR data systems do not track employee level categories as asked for by this question.

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

We note that the HR data systems do not track employee level categories as asked for by this question.

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

We note that the HR data systems do not track employee level categories as asked for by this question.

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

We note that the HR data systems do not track employee level categories as asked for by this question.

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 Yes

The FLETC HCO completed all five of the Schedule A conversions required in FY 2021. HCO also completed three of the four

missed Schedule A conversions in FY 2020. HCO will complete the last FY 2020 action in Pay Period 3 of 2022. HCO will continue its current process of notifying the appropriate supervisors of actions needed to process conversions three months before the conversion due 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 No
- b. Involuntary Separations (PWD) Answer No

The category of Involuntary Separations totaled one. That individual was a PWD. Using the EEOC’s rule of one, this is not a trigger.

Seperations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	1	0.24	0.00
Permanent Workforce: Resignation	10	1.18	0.57
Permanent Workforce: Retirement	46	3.31	3.65
Permanent Workforce: Other Separations	15	1.89	0.80
Permanent Workforce: Total Separations	72	6.62	5.02

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

The voluntary separation rates for PWD and PWTD exceeded that of non-PWD. There was one involuntary separation in FY 2021. That individual was a PWD and is not considered a trigger using the EEOC’s rule of one.

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	10	1.96	0.72
Permanent Workforce: Retirement	46	3.92	3.53
Permanent Workforce: Other Separations	15	0.00	1.20
Permanent Workforce: Total Separations	72	5.88	5.53

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.

There was no information provided in the exit interviews and other data to indicate that the separations were due to the employee’s disability status or failure to reasonably accommodate.

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 DPM worked with Facilities Management Division Architect and Office of Public Affairs in formulating a plan for enhancing accessibility of Building 680. Those efforts culminated in the construction of a sidewalk ramp and installation of a new door button for automatic opening of the front entrance. FLETC Student Services Division is collaborating with the Facilities Management Division on the construction of accessible dorms. These dorms meet Architectural Barriers Act Requirements. Design completion was at 95% at the end of FY 2021.

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 16.44 days in FY 2021.

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.

FLETC EEO Specialists briefed all new employees (supervisors and non-supervisors) on the reasonable accommodation process during new employee orientations. 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 2021, 85.7% of employee Reasonable Accommodation Requests were processed timely, with an average of 13.7 days. FLETC's Chief of Staff approved FLETC's Reasonable Accommodation Directive on September 14, 2021. This directive provides detailed guidance for the processing of requests and was published to the workforce on September 15, 2021. 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 HCO, Office of Chief Counsel and the EEO Office. The Student and Employee Disability and Accessibility (SEDA) Work Group 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. This work group falls under the auspices of the FLETC SRDI Council. The offices include the Facilities Management Division, IT Business Management Division, Student Services Division, Security Management Operations, HCO, 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 was directly instrumental in facilitating requests for accommodation, especially in the areas of technology and accessibility. Lastly, FLETC celebrated National Disability Employment Awareness Month (NDEAM) in October. The DPM participated on a work group tasked with planning FLETC's observance of NDEAM. Managers in Charleston and Glynco led efforts. Due to COVID pandemic working conditions, the work group opted to publish articles on FLETC Connect on

topics such as Schedule A, Reasonable Accommodation, Veteran Hiring Authorities and Architectural Accessibility. The HCO SRDID Branch published the President's Proclamation on NDEAM and an article on the history of NDEAM on FLETCCConnect.

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 assistance services (PAS) will be processed under the FLETC reasonable accommodation policy. In FY 2021, there were no requests for personal assistance 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 No

- 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 No

- 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 No

- 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: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	<p>AWARDS FY 2021: Using the inclusion rate as the benchmark (Table B9-2), FLETC identified triggers involving the percentage of PWTD (22.73%), which is 6.22% lower than Non-PWTD in the category of Time off awards. Cash awards show PWD (123.394%, which is -4.36% lower than Non-PWD) and PWTD (125.00%, which is -2.75% lower than Non-PTWD) for Cash awards. Using the inclusion rate as the benchmark (Table B92), FLETC identified no triggers involving the percentage of PWD and PWTD in the category of Quality Step Increases. 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-PTWD) 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-PTWD) 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.</p>				
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		Description of Policy, Procedure, or Practice		
	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	Completion Date
06/30/2020	Request HCO provide quarterly detail data for award and recognitions, or provide training to EEO staff.	Yes		09/15/2020
09/30/2020	Perform trend analysis of detail PWD workforce data.	Yes	09/30/2021	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	09/30/2021
09/30/2022	Create new baseline of awards with updated FY 2021 PWD rates.	Yes		
09/30/2022	Set updated baseline using the updated FY 2021 veteran preference codes for PWD for awards and recognitions by Directorate and share with Senior Managers for awareness.	Yes		
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 PWTD 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>			
2021	<p>Analysis of FY 2020 award data by Division was completed and provided to Senior Management which established a baseline for an ongoing data breakout through FY 2022. A trend analysis will be completed at that time to determine if barriers exist. Looking at all cash awards or time off awards as an aggregate gives only a partial picture. However, additional veteran codes are included in the PWD and PWTD data received from DHS in FY 2021. Baselines will need to be updated based on this new information.</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:		<p>PROMOTIONS FY 2021: There were no triggers for PWD among the selectees for promotion at grades GS-13 and GS-14. The percentage of PWTB among the selectees for promotion to the GS-13 grade level (0.00%) fell below their benchmark. There were no triggers for PWD among the new hires at grades GS-13 and GS-14, and GS-15. There were no triggers for PWTB among the new hires at grades GS 13 and GS-14. There is no trigger identified for PWTB new hires at the GS-15 (0.00%) grade level due to EEOC's rule of one. 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 PWTB 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 PWTB 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 PWTB 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 PWTB among the new hires at grades GS 13 (3.45%), GS-14 (0.00%) and GS-15 (0.00%) fell below their benchmarks.</p>			
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.		Unidentified		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 HCO will work toward identifying possible barriers to the external hiring and internal promotions of PWD and PWTB. 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
06/30/2020	Work with HR to determine appropriate recruitment data and development of metrics.	Yes	09/30/2021	04/23/2021
09/30/2020	Perform data analysis to determine where hiring is occurring, series, grade, etc.	Yes		09/30/2021
09/30/2020	Perform data analysis including additional veteran preference codes to determine where hiring is occurring, series, grade, etc.	Yes	06/01/2022	
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>			
2021	<p>Updated data for PWD reveals there are no triggers for PWD or PWTD in external hires to the GS-13 or GS-14 grade levels in FY 2021. There continues to be a trigger for PWTD in internal promotions at the GS-13 and GS-14 grade levels. Although this deficiency qualifies under the EEOC's rule of one, EEO will continue to monitor this exclusion to determine if possible barriers exist.</p> <p>The HR Specialist provided EEO structured reports to include diversity on the hiring certificates so they can be assessed for barrier analysis. EEO will continue to work with HCO regarding appropriate metrics.</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 2021: 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 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	02/04/2022		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	02/04/2022	

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.
2021	Initial analysis of FY 2020 separations for PWD and PWTD did not identify barriers in their separation rates. Additional veteran preference codes are now included in the number of employees counted as PWD that could result in higher separations than previously reviewed. After review of the FY 2021 data tables, PWD depict no triggers in either the voluntary or involuntary separation category. A trigger has been identified for PWTD in the voluntary separation category based on the updated data.

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 2021: 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 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 Unidentified		Description of Policy, Procedure, or Practice 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	04/23/2021

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>
2021	<p>HCO provided EEO access to an ad hoc report from Monster Government Solutions with hiring demographics that include the applicant status. Additionally, EEO participated in a Monster Government Solutions meeting regarding upcoming Monster Analytic Enhancements for all EEOC Application Data Table Reports.</p> <p>The Recruitment process was moved to the new HCO SRDID Branch in FY 2020. Many recruitment events were not held or were not scheduled due to the ongoing pandemic. FLETC was able to pursue diversity recruitment initiatives by sending vacancy announcements to targeted professional law enforcement, as well as cultural and veterans' organizations, through the Diversity Initiative Notification in Monster Government Solutions. FLETC did participate in 19 recruitment and outreach events during FY 2021, which included both virtual and in-person attendance. Four of the events were targeted to People with Disabilities and Veterans. The HCO continues to notify targeted organizations of vacancies within the FLETC organization.</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