

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 |

Participation rates for PWD in the GS-1 to GS-10 cluster is 51.33% Participation rates for PWD in the GS-11 to SES cluster is 52.97%

*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 |

Participation rates for PWTD in the GS-1 to GS-10 cluster is 8.10% Participation rates for PWTD in the GS-11 to SES cluster is 5.26%

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numarical Goal	--	12%		2%	
Grades GS-1 to GS-10	113	58	51.33	9	7.96
Grades GS-11 to SES	857	292	34.07	29	3.38

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

Following the EEOC and DHS established numerical goals at the beginning of each fiscal year, the EEO Office and HCO WMB provide those goals to key stakeholders including the Identify Diversity Challenges and Identify Recruitment Focus Areas working groups who advise the Strategic Recruitment Diversity Inclusion (SRDI) Council. These goals are communicated to Deputy Assistant Directors (DAD) in each Directorate as part of statistical analyses regarding Individuals with Disabilities and to senior level hiring managers in annual reports such as Disabled Veterans Affirmative Action Plan (DVAAP) and the Federal Equal

Opportunity Recruitment Program (FEORP). Attendees of the FLETC New Supervisor Training Program are provided information regarding Individuals with Disabilities, including established hiring goals. Additionally, Federal disability hiring goals are posted on the EEO SharePoint page located under the Disability and Reasonable Accommodation tab – titled “What are Agency Responsibilities for Hiring People with Disabilities?” Human Resources personnel suggest sources with disability in mind, such as Schedule A direct hire authority, as well as 30% or more disabled veteran hiring sources during strategic recruitment meetings with hiring managers.

Section II: Model Disability Program

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

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

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

Answer Yes

The FLETC employs a dedicated Disability Program Manager (DPM) to guide the disability program including the provision of Reasonable Accommodation (RA) and Personal Assistance Services (PAS). Four EEO Specialists process RA requests of FLETC employees and oversee the implementation of approved RAs for students attending training on FLETC training delivery points. The FLETC DPM retired during FY 2022. To ensure FLETC’s ability to implement and sustain its disability programs, FLETC will fill that position during FY 2023. 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’s assessment process for all requests for Reasonable Accommodation and PAS require that a Reasonable Accommodation Team consisting of an EEO Specialist, an Attorney from the Office of Chief Counsel, and a Labor Relations Specialist from 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	
Processing applications from PWD and PWTD	1	0	0	malcolm.campbell@fletc.dl
Answering questions from the public about hiring authorities that take disability into account	1	0	0	malcolm.campbell@fletc.dl
Processing reasonable accommodation requests from applicants and employees	4	0	0	elise.m.burtrum@fletc.dhs.g
Section 508 Compliance	1	0	0	rosemary.jones@fletc.dhs.g

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Architectural Barriers Act Compliance	1	0	0	elise.m.burtrum@fletc.dhs.gov
Special Emphasis Program for PWD and PWTB	1	0	0	elise.m.burtrum@fletc.dhs.gov

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

Answer Yes

The Acting Disability Program Manager and EEO Specialists participated in training, webinars and meetings presented by a variety of sources during FY 2022. An eight-hour refresher training was provided at both FDR EEOC Excel Conference and DHS CRCL totaling 16 hours of EEO and Disability related training for each EEO Specialist with a 100% completion rate. Other training sources included: DHS/CRCL, FDR EEO Training Conference, 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.

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 related to section 508 and accessibility have received sufficient training, funding, and guidance to ensure timely completion of requests for these services. The Sign Language Interpreter (SLI) contract was fully funded and all requests for SLI were met. The vacant DPM position will be filled during FY 2023.

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	Dec 16, 2022		
Planned Activities	<u>Target Date</u>	<u>Completion Date</u>	<u>Planned Activity</u>
	Jan 18, 2019	September 29, 2021	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	September 14, 2021	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.	
	2021	On September 14, 2021, FLETC established Reasonable Accommodation Procedures that are compliant with EEOC regulations and guidance. A final copy was sent to Paul Campbell with EEOC Technical Assistance Advisor.	
	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.	
	2022	On March 11, 2022, FLETC received feedback from EEOC identifying three areas of non-compliance. FLETC has updated our Reasonable Accommodation Directive to incorporate the feedback to meet compliance issues identified by EEOC. FLETC submitted our revised Reasonable Accommodation procedures to EEOC on November 4, 2022.	

Section IV: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

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

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 and 22 events during FY 2022 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); DHS is Hiring Cyber/Intel Webinar on 10/14/2021; DHS is Hiring Women Webinar on 1/11/2022; Bethune Cookman University Virtual Graduate School and Career Fair (Virtual) on 3/16/2022; National Association of Women Law Enforcement Executive (NAWLEE) on 4/19-21/2022; Career Eco Diversity & Inclusion Virtual Career Fair on 7/21/2022; NOBLE 46th Annual Training Conference and Exhibit on 7/22-27/2022; Bender Disability Career Fair on 8/3/2022; 22nd Annual Women In Federal Law Enforcement (WIFLE) Leadership Training on 8/8-11/2022; Accounting, Finance & Business Talent Virtual Career Fair on 8/24/2022; DHS, Women in Law Enforcement – A Day in the Life on 9/14/2022; FLETC CyberCon on 9/14/2022; EOP Careers & the disABLED Virtual Career Fair on 9/14-15/2022; Career-Eco - D&I Virtual Career Fair on 9/22/2022; Historically Black Colleges and Universities Week Career Fair on 9/22/2022; Congressional Black Caucus Career Fair on 9/28-30/2022. Outreach to the following targeted audiences: (Veterans, Transitioning Service Members, Military Spouses, Women) include: DHS is Hiring Veterans Webinar on 11/16/2021; Navy Tri-Base Career Fair on March 15, 2022; DHS is Hiring Military Spouses on 5/11/2022; Fort Stewart Transition Assistance Program (TAP) Career Fair on 8/18/2022; Hunter AAF TAP Career Fair on 9/8/2022. 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. FLETC exceeded DHS Workforce Participation Goals for People with Disabilities of 12% in FY 2022 totaling 359 employees and comprising 35.37% of the permanent workforce. The participation of People with Targeted Disabilities fell to 3.74% of the permanent workforce (38 employees), but still exceeding the 2% requirement. Of the 23 employees with disabilities who were hired during FY 2022, seven were Schedule A hires or 13.21% of all new hires. FLETC opened an announcement under the Pathways College Intern Program (Pathways), the federal government's primary entry point for students and recent graduates in FY 2022, but it was not utilized by hiring managers. The announcement will be opened again in the Spring of FY 2023. An action item is included to identify possible barriers to the use of Pathway Programs.

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 PWTB for positions in the permanent workforce

FLETC maintains an open continuous voluntary applicant file (VAF) for specific series and grades of high-volume recruitment positions for candidates with non-competitive hiring eligibility, including Schedule A and 30% or more disabled veterans as described in #6. HCO indicated that 66 VAF certificates were issued during FY 2022.

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 four-mission critical occupational opportunities that are offered through the automated online VAF are the GS-1801, 2210, 0201 and 1102 series. The VAF 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. HCO offers these recruitment/hiring options to hiring managers as a first look recruitment strategy. HCO staff reviews applicant resumes to determine qualifications 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 appointment under a special appointing authority (e.g., Schedule A). As part of the application for employment, the candidate must provide documentation to verify that they are 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 Human Resources (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 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 selected or identified the applicants they want to interview, the HR Specialist reviews the application(s) to determine qualifications and eligibility under the non-competitive authority they applied under. After the selection is made and qualifications/eligibility are determined 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 use of special hiring authorities such as employment of individuals with disabilities to Supervisors, 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.

A member of FLETC’s EEO staff attends the Brunswick Glynn County Council on Disabilities meetings. 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. An EEO Specialist contacted the Eddy County Chamber of Commerce, which oversees an organization for individuals with disabilities in Eddy County, New Mexico. 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

Table B1: New hires for PWD in the permanent workforce comprised 43.40% of new hires. There were no hires for PWTD in the permanent workforce in FY 2022. One hire would meet the 2% goal. All PWTD hires were in the temporary workforce.

New Hires	Total (#)	Reportable Disability		Targeted Disability	
		Permanent Workforce (%)	Temporary Workforce (%)	Permanent Workforce (%)	Temporary Workforce (%)
% of Total Applicants	438	2.51	0.00	1.37	0.00
% of Qualified Applicants	326	2.15	0.00	1.23	0.00
% of New Hires	8	25.00	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

Table B6: 25% of the eight new hires in the 1801 series were PWD. There were no new hires into the 1801 series for PWTD although 1 hire would be 12.5%, which is above the 2% goal and falls within the EEOC’s rule of 1. FY 2022 is the first year there has been no PWTD hired in the 1801 series for five years. EEO and HCO will review efforts to identify applicants with targeted disabilities for the 1801 series employment.

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability	Targetable Disability
		New Hires (%)	New Hires (%)
Numerical Goal	--	12%	2%
1801 GENERAL INSPECTION, INVESTIGATION & COMPLIANCE	8	25.00	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 No
- b. Qualified Applicants for MCO (PWTD) Answer No

Table B6: The relevant applicant pool for PWD was 37.18% as a whole and internal selections equaled 33.33% exceeding the goal of 12% and is not a target in accordance with the EEOC rule of 1. The relevant applicant pool for PWTD was 3.70% as a whole and internal selections equaled 4.17% exceeding the goal of 2%.

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

Table B6: The qualified applicant pool for PWD was 4.74% and internal selections equaled 33.33%. The qualified applicant pool for PWTD was 1.86% and internal selections equaled 4.17%

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 provides an assortment of career development programs and training opportunities and encourages participation through all-hands email and posting on FLETConnect. 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 FLETConnect covering a variety of subjects for employees at all grade levels. FLETC makes available college and other academic and 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 opportunities available for FLETC employees to participate in mentoring programs as either a mentee or mentor. The FLETC SRDI Council's ongoing collaboration between HCO and the EEO Office is a true 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 include a focus on 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 (11 participants-8 with Disabilities), FLETC 8-hour Cornerstone Mentoring Program (20 participants-8 with Disabilities), 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 2022 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 provides Team Members with the tools to develop their current capabilities and navigate their own leadership development to strengthen individual abilities and the DHS and FLETC leadership pipeline. The Foundations Program is one part of the strategic road map, but unfortunately was not offered during FY 2022 due to COVID-19 constraints. The Milestones Program provides Team Leads with tools to develop their current capabilities of leading others and navigate their own leadership development to strengthen management capabilities and the DHS leadership pipeline. This program was also not offered in FY 2022. In 2022, FLETC employees were able 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	31	31	51.61	51.61	6.45	6.45
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
Other Career Development Programs	31	30	19.35	20.00	0	0
Detail Programs	7	7	14.29	14.29	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 application rate for career development opportunities in FY 2022 was consistent with FY 2021 applicants. The mentoring program saw application and selection rates for PWD exceeding their participation in the applicant pool. Applicants for all other career development programs fell short for PWD. There were no triggers for selections as all applicants with disabilities for all programs 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

The application rate for career development opportunities in FY 2022 was consistent with FY 2021 applicants. The mentoring program saw application and selection rates for PWTD exceeding their participation in the applicant pool. Applicants for all other career development programs fell short for PWTD. However, there were no triggers for selections as all applicants with disabilities for all programs 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 No
- b. Awards, Bonuses, & Incentives (PWTD) Answer Yes

PWD met or exceeded the inclusion rate for this category. PWTD fell below the inclusion rate in this category in the 11–20-hour time-off award range. A baseline analysis was performed on FY 2021 award data to determine trends in this area after FY 2023 data is analyzed.

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 hours: Awards Given	252	25.91	24.20	23.68	26.17
Time-Off Awards 1 - 10 Hours: Total Hours	1812	182.17	176.75	150.00	185.98
Time-Off Awards 1 - 10 Hours: Average Hours	7.19	1.96	1.16	16.66	0.22
Time-Off Awards 11 - 20 hours: Awards Given	60	6.96	5.41	2.63	7.48
Time-Off Awards 11 - 20 Hours: Total Hours	935	108.08	84.55	42.11	115.89
Time-Off Awards 11 - 20 Hours: Average Hours	15.58	4.32	2.49	42.11	-0.15
Time-Off Awards 21 - 30 hours: Awards Given	11	1.11	1.11	0.00	1.25
Time-Off Awards 21 - 30 Hours: Total Hours	264	26.74	26.75	0.00	29.91
Time-Off Awards 21 - 30 Hours: Average Hours	24	6.69	3.82	0.00	7.48
Time-Off Awards 31 - 40 hours: Awards Given	6	0.84	0.32	0.00	0.93
Time-Off Awards 31 - 40 Hours: Total Hours	208	28.97	11.46	0.00	32.40
Time-Off Awards 31 - 40 Hours: Average Hours	34.67	9.66	5.73	0.00	10.80
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	185	15.60	19.90	7.89	16.51
Cash Awards: \$501 - \$999: Total Amount	123858.55	10692.80	13214.05	5775.16	11274.95
Cash Awards: \$501 - \$999: Average Amount	669.51	190.94	105.71	1925.05	-14.34
Cash Awards: \$1000 - \$1999: Awards Given	338	33.98	33.76	36.84	33.64
Cash Awards: \$1000 - \$1999: Total Amount	409200	40891.36	41019.11	43684.21	40560.75
Cash Awards: \$1000 - \$1999: Average Amount	1210.65	335.18	193.49	3120.29	5.47
Cash Awards: \$2000 - \$2999: Awards Given	634	56.27	66.08	63.16	55.45
Cash Awards: \$2000 - \$2999: Total Amount	1275000	112980.50	133025.48	126315.79	111401.87
Cash Awards: \$2000 - \$2999: Average Amount	2011.04	559.31	320.54	5263.16	2.47

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$3000 - \$3999: Awards Given	1	0.00	0.16	0.00	0.00
Cash Awards: \$3000 - \$3999: Total Amount	3500	0.00	557.32	0.00	0.00
Cash Awards: \$3000 - \$3999: Average Amount	3500	0.00	557.32	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	2	0.56	0.00	0.00	0.62
Cash Awards: \$5000 or more: Total Amount	10500	2924.79	0.00	0.00	3271.03
Cash Awards: \$5000 or more: Average Amount	5250	1462.40	0.00	0.00	1635.51

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 Yes

PWD exceeded the inclusion rate at all levels in this category. PWTD fell below the inclusion rate in the \$501 – \$999 monetary award category. They exceeded the inclusion rate in all other categories. A baseline analysis was performed on FY 2021 award data to determine trends in this area after FY 2023 data is analyzed

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Total Performance Based Pay Increases Awarded	11	0.28	1.59	0.00	0.31

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

N/A

D. PROMOTIONS

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

- a. SES

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

Over 90% of applicants are not self-identifying their disability status. The category selected above is based on the information contained in Table 8-1 wherein less than 90% of applicants did not self-identify. A plan of action will be developed to determine if there are barriers to employees choosing to not self-identify in the application process.

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

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

Over 90% of applicants are not self-identifying their disability status. The selections made above are based on the information contained in Table 8-1 wherein less than 90% of applicants did not self-identify. A plan of action will be developed to determine if there are barriers to employees choosing not to self-identify in the application process.

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

Over 90% of applicants are not self-identifying their disability status. The selections made above are based on the information contained in Table 8-1 wherein less than 90% of applicants did not self-identify. A plan of action will be developed to determine if there are barriers to employees choosing not to self-identify in the application process.

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

Over 90% of applicants are not self-identifying their disability status. Using EEOC’s rule of 1, there are no triggers in the new hires to the senior grade levels. The selections made above are based on the information contained in Table 8-1 wherein less than 90% of applicants did not self-identify. A plan of action will be developed to determine if there are barriers to employees choosing not to self-identify in the application process.

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 PWTB among the qualified internal applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.
 - a. Executives
 - i. Qualified Internal Applicants (PWTB) Answer N/A
 - ii. Internal Selections (PWTB) Answer N/A
 - b. Managers
 - i. Qualified Internal Applicants (PWTB) Answer N/A
 - ii. Internal Selections (PWTB) Answer N/A
 - c. Supervisors
 - i. Qualified Internal Applicants (PWTB) Answer N/A
 - ii. Internal Selections (PWTB) 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 PWTB among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.
 - a. New Hires for Executives (PWTB) Answer N/A
 - b. New Hires for Managers (PWTB) Answer N/A
 - c. New Hires for Supervisors (PWTB) 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 No

Two Schedule A employees were not converted during FY 2022 due to administrative oversight. HCO has initiated the conversion actions on behalf of the supervisors and conversions were completed during 1st Quarter of FY 2023.

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

Table B1: There are no identified triggers in Voluntary and Involuntary Separations. The category of Involuntary Separations totaled 36 and 29 were in the nature of action Termination-Appt in codes and are not considered involuntary actions. Four removals were included in the Involuntary Separations category; two were PWD. After review of position information, reasons for the removals and exit interviews, there is no identified trigger for Involuntary Separations.

Separations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	4	0.44	0.23
Permanent Workforce: Resignation	11	1.33	0.58
Permanent Workforce: Retirement	87	5.78	7.10
Permanent Workforce: Other Separations	32	4.00	1.63
Permanent Workforce: Total Separations	134	11.56	9.55

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 No

b. Involuntary Separations (PWTD) Answer No

Table B1: Four of the five voluntary separations were voluntary retirements, and one was a Termination – Appt in action. There are no identified triggers in this category. Of the four removals in the Involuntary Separation category, one was a person with a PWTD. After review of position information, reasons for the removals and exit interviews, there is no identified trigger for Involuntary Separations.

Separations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	4	1.92	0.24
Permanent Workforce: Resignation	11	1.92	0.80
Permanent Workforce: Retirement	87	7.69	6.60
Permanent Workforce: Other Separations	32	1.92	2.47

Seperations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce: Total Separations	134	13.46	10.10

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.

N/A

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.

Website Policies and Notices | Federal Law Enforcement Training Centers (fletc.gov)

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.

Website Policies and Notices | Federal Law Enforcement Training Centers (fletc.gov)

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.

FLETTC updated the FY 2019 Disability Access Plan and tracked accomplishments that were reflected in the FY 2022 Biennial Update to the Plan. The following actions have been completed or are in process to improve accessibility across FLETTC Training Delivery Points: Charleston: Building 642 Visitor Center – Corrective action to adjust the transition heights to the entry stairs leading to the sidewalk and ramp has been completed. Artesia: Building 22 – Installed an all-weather ADA compatible intercom system at the exterior vestibule door including two receivers, one at reception and one at the supervisor’s desk. This included ADA compatible doors with pads. This was part of an overall building renovation. Building 43 - New Dormitory is under construction and includes ADA accessible rooms and building access. Cheltenham: Bldg. 50 – Updated building entry lock plates to Accessible Barriers Act Accessibility Standards (ABAAS) standards. Glynco: FLETTC EEO worked with a supervisor and Facilities Management Division in the reasonable accommodation process to install an entry ramp to facilitate an employee’s ability to enter the work area and a second ramp when the employee changed work locations. Building 2200 - Fire Alarm modification to accommodate employee request of visual notifiers were added to the system. Building 20 & 21 - Replaced degrading wood ramps with aluminum and repaired entry sidewalks in the vicinity of the upgraded ramps. Building 1 Visitor Center – Between 2019 and 2022 a group of small work tasks were executed to complete the remaining ABAAS Compliance items for this facility. Buildings 916 through 922 - Modular Offices and Classrooms were completed and brought online for active use in October 2021. All these facilities provide ramp access as well as ADA restroom and accessible break areas. Building 36 - Addition completed and in use providing accessible classrooms and training venues. Troupe Creek Docks were repaired and returned to useable condition for training purposes. Building 262 – Noise attenuation provided to accommodate an employee request. Building 15 – Noise attenuation provided to accommodate a student training request. Building 708 - Demolition completed to remove hazardous building from campus due to mold. Buildings 501 through 534 - Raid house demolitions began to remove hazardous buildings due to mold, lead and asbestos from the campus. The work will continue into 2023. Building 102 - Construction started on new Dormitory with estimated completion date of early 2023. ADA accessible rooms and access points are included in the plans. Building 86 – New project to replace swing ADA door with sliding doors for entrance to the Express store. This is due to repeated damage to the swing door from overuse. Fully renovated lactation room that now accommodates two nursing mothers, and is equipped with: independent dividers for privacy; entryway cypher lock and an internal bolt lock for enhanced security; Accucold

Mom Cube lactation designed refrigerator with four separate secure container shelves and adjustable temperature control; Summit microwave with a sanitization setting; sink and vanity; four individual storage cubes; two reclining chairs; nightstands with USB power outlets; and adjustable room lighting control. Additionally, FLETC's post office clerk provides assistance with shipping the nursing mother's expressed milk to the infant's location.

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 11.34 days in FY 2022.

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 that occurs each pay period. The Acting Disability Program Manager provided Reasonable Accommodation training during the FLETC New Supervisor Training Program. In FY 2022, 100% of employee Reasonable Accommodation Requests were processed timely, with an average of 11.34 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. On March 11, 2022, FLETC received feedback from EEOC identifying three areas of non-compliance. FLETC has updated its Reasonable Accommodation Directive to incorporate the feedback to meet compliance issues identified from EEOC. FLETC submitted its revised Reasonable Accommodation procedures to EEOC on November 4, 2022. 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, FLETC Medical Advisor, and the EEO Office. The FLETC Medical Advisor joined the RA Team during FY 2022 and provides critical insight in the processing of RA requests. The Student and Employee Disability and Accessibility (SEDA) Work Group had been very successful prior to the retirement of the DPM. This working group will be revisited after the DPM position is filled. The SEDA 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, and 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. The SEDA is expected to reactivate on employment of a DPM. FLETC celebrated National Disability Employment Awareness Month (NDEAM) "Disability – part of the equation" throughout October. The Site Director at the FLETC Training Delivery Point in Cheltenham, MD, led the efforts. The 2022 observances were held virtually due to continuing COVID-19 concerns. The work group posted on FLETC Connect opening and closing remarks by the FLETC NDEAM champion; spotlight videos of four FLETC employees; and two articles: Awareness of Transient Disabilities and When Disability is Invisible to the Naked Eye.

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 2022, 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.

N/A

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.

N/A

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:	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	09/30/2024	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
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		09/30/2022
09/30/2023	Interview 20% of supervisors to gather information regarding how award levels are determined.	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>			
2022	<p>Analysis of FY 2021 award data overall and by division was completed based on the updated disability data and forwarded to each directorate head. This analysis sets the baseline for future barrier analysis continuing forward based on FY 2021 data. In time off awards, PWD fell below their inclusion rate in the 21–30-hour category and PWTD in the 1–10-hour category. Individuals with no disability fell below their inclusion rate in the 1-10-and 11-20-hour categories. In cash awards, PWD fell below their inclusion rate in the \$1000-1999 category. Individuals with no disability fell below their inclusion rate in the \$500 and under category and in the QSI category. The FY 2022 data shows a heightened level of lower inclusion rates and requires additional review.</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>			
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:		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	11/04/2021	Yes		09/30/2022	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	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>			

Report of Accomplishments	
Fiscal Year	Accomplishment
2022	<p>Analysis performed during FY 2022 based on FY 2021 data that included the updated veteran codes. Using FLETC transactions data there were 152 hires with 48 being PWD – 31.58% and 5 being PWTD – 3.29%. The hires occurred in 26 different series. The 1801 series had the most hires with 97 or 63.82% of all hires. The 1801 series hired 26 PWD – 26.80% and 3 PWTD – 3.10%. Of the 25 remaining series 22 were PWD – 40% and 2 were PWTD – 3.64%. All overall rates of hire exceeded the EEOC goal of 12% for PWD and 2% for PWTD.</p> <p>After analysis of the GS-13, GS-14 and GS-15 hires no triggers were identified.</p> <p>The overall promotion rate for PWD – 23.25% and PWTD – 3.49%; in the 1801 major occupational series PWD – 29.63% promotion rate and PWTD – 7.41% promotion rate. No triggers were identified for PWD. As in FY 2020, there continues to be a trigger for PWTD in promotions to the GS-13 grade level overall. However, promotions for PWTD in the 1801 major occupational series (16.67%) far exceeds the benchmark. The remaining seven promotions to the GS-13 grade level occurred in 6 different series. We will continue to perform this analysis moving forward. No barriers were identified in the rate of promotions or hires based on FY 2021 data.</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	09/30/2022	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
2022	After analysis of FY 2021 separations data, no barriers were identified in the separation rates of PWD and PWTD.
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	09/30/2024	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
09/30/2023	Work with HR to determine if barriers exist in the use of the Pathways Student Programs.	Yes		
09/30/2023	Work with HR to market to the workforce the importance of self-identifying race/national origin and disability status in the application process as a safe environment.	Yes		
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>			

Report of Accomplishments	
Fiscal Year	Accomplishment
2022	<p>FLETC participated in 22 events during FY 2022 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 the 1801 series and other 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. HCO indicated that 66 VAF certificates were issued during FY 2022. No triggers were identified in the FY 2022 Table B6-1 with 25% of hires were PWD.</p> <p>FLETC continued 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 and through outreach to cultural groups/organizations at Colleges/Universities.</p> <p>EEO and HCO developed a SharePoint site that is updated quarterly with workforce data, mentoring program participation, developmental program participation, etc. to provide access to information.</p> <p>FLETC was able to pursue diversity recruitment initiatives by sending vacancy announcements to targeted professional law enforcement organizations, as well as cultural and veterans' organizations, through the Diversity Initiative Notification in Monster Government Solutions.</p> <p>FLETC identified the need to provide appropriate information to the work force to make a safe environment for self-identification of personal information in the application process.</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. PROMOTIONS FY 2022: 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. Although the number of job fairs available to attend increased during FY 2022, the number of job fairs held was below pre COVID-19 participation rates.

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) FY 2022: The development of the data collection tool with HCO on SharePoint has benefited the EEO Office in employment and employee participation being updated quarterly, which

allows for ongoing and real time analysis of those programs. The inclusion of all 10-point veterans as Individuals with Disabilities increased FLETC's participation rate. Analysis of FY 2021 work force data to set an initial baseline depicted 30% or more disabled veterans accounting for 14.60% of the work force. Including the addition of 10% veterans as Individuals with Disabilities increased the veteran participation rate to 19.48% of the work force. FY 2021: The DHS Data Analyst provided FLETC EEO detailed transaction data for FY 2020 that aided the analysis of hiring by series and grade level. Additionally, gaining access to www.ad-hoc reports in Monster Analytics' detailed applicant data allowed FLETC to assess identified triggers to determine if any barriers exist for applicants on a demographic basis. The analysis completed during FY 2020 has been superseded by the inclusion of additional veteran codes in the number of people with disabilities in the work force. This change will have an impact on where and if triggers exist for this population in the FLETC workforce and will be reevaluated prior to FY 2022 action items being developed. FY 2021 - 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 FY 2022: Analysis based on tables provided for FY 2021 was completed and a barrier analysis was provided to Senior Leadership that included a breakdown by Division during FY 2022. Each Division received a table reflecting the awards in their Directorate. A new baseline was set with FY 2021 data, which FY 2022 and outyear trend analysis will be based on. FY 2021: The establishment of baseline award data derived from the updated veteran data will need to be completed in FY 2022. Trend analysis will build off the updated PWD and PWTD analysis established for FY 2021. The benchmarks will be updated to reflect changes to the FY 2021 award data received in October 2021. PROMOTIONS FY 2022: The FY 2021 data was used to set new baselines that included the updated veteran's preference codes for PWD. When looking at the GS-13 grade level, PWD fall below their benchmark. When looking at promotions by series, there were no triggers for PWD and PWTD. FY 2021: Data analysis that was completed based on prior FY 2020 data depicted a different picture for PWD and PWTD when the promotions were broken out by series. The FY 2021 data will be utilized to set new baselines that include the updated veteran's preference codes for PWD and will be completed by the end of FY 2022. SEPARATIONS FY 2022: Analysis of separations by type did not identify barriers to the separation rates of PWD and PWTD when broken out by specific types of separations based on FY 2021 data. Initial review of FY 2022 data tables indicates triggers exist for PWD in the categories of removals and other separations. No triggers exist for PWTD in separations. Trend analysis will portray a better picture of the separation category starting in FY 2023. FY 2021: Analysis of separations by type did not identify barriers to the separation rates of PWD and PWTD when broken out by specific types of separations based on FY 2020 data. Initial review of FY 2021 data tables depicts no triggers for PWD in voluntary and involuntary separations. A trigger exists for PWTD in voluntary separations.

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.

PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING) FY 2022: Analysis of FY 2022 and FY 2023 data will be accomplished to identify if triggers exist to the full participation of PWD and PWTD in recruitment and hiring. A lack of sufficient self-identification of disability information in the application process impedes FLETC's ability to accurately determine if barriers exist in the application process. The updated planned activity will work toward influencing that deficiency. FY 2021: Detailed transaction data was not available to FLETC until FY 2021. Baselines are being established based on availability of data. Additional veteran disability codes have been authorized to be included in disability totals making prior baselines established based on FY 2020 data no longer accurate. Baselines will be reestablished based on FY 2021 augmented data and will be referenced in FY 2022 action planning. AWARDS FY 2022: Continuing trend analysis in FY 2022 and into outyears to determine if barriers exist in how FLETC awards its employees. PROMOTIONS FY 2022: After analysis, FLETC is not considering the low participation rates identified as barriers. We will continue to follow the promotion and hire rates for PWD and PWTD based on FY 2022 and future years. Action items will be implemented when triggers are identified after the analysis is performed. FY 2021: The augmented disability data will be evaluated to determine if triggers exist in the GS-13 and GS-14 grade levels and if further analysis supports development of action items to identify possible barriers. SEPARATIONS FY 2022: Baseline data starting with FY 2021 will portray a more complete picture of the separation category starting in FY 2023. FY 2021: Initial analysis identified no triggers for PWD or PWTD based on FY 2020 barrier analysis. The FY 2021 data includes additional veteran preference codes that are included in the PWD statistics. A full breakdown of separation by type will be completed in FY 2022 to identify any potential barriers.