

UNITED STATES COAST GUARD
2022 ANNUAL EEO PROGRAM STATUS REPORT
(Management Directive 715)



Dr. Terri Dickerson, Director
Civil Rights Directorate
2703 Martin Luther King Jr., Avenue, SE
Washington, DC 20593

EEOC FORM
U.S. Equal Employment Opportunity Commission

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715
Parts A Through E

Part A - Department or Agency Identifying Information

| Agency | Second Level Component | Address | City | State | Zip Code (xxxxx) | Agency Code (xxxx) | FIPS Code (xxxx) |
|---------------------------------|---------------------------|------------------------------------|------------|-------|------------------|--------------------|------------------|
| Department of Homeland Security | United States Coast Guard | 2703 Martin Luther King Jr. Ave SE | Washington | DC | 20593 | HSAC | 7008 |

Part B - Total Employment

| Total Employment | Permanent Workforce | Temporary Workforce | Total Workforce |
|---------------------|---------------------|---------------------|-----------------|
| Number of Employees | 9,081 | 151 | 9,232 |

Part C.1 - Head of Agency and Head of Agency Designee

| Agency Leadership | Name | Title |
|-------------------------|--------------------------|-----------------|
| Head of Agency | Admiral Linda L. Fagan | Commandant |
| Head of Agency Designee | Admiral Steven D. Poulin | Vice Commandant |

Part C.2 - Agency Official(s) Responsible for Oversight of EEO Program(s)

| EEO Program Staff | Name | Title | Occupational Series (xxxx) | Pay Plan and Grade (xx-xx) | Phone Number (xxx-xxx-xxxx) | Email Address |
|--|--------------------|------------------------------|----------------------------|----------------------------|-----------------------------|--|
| Principal EEO Director/Official | TERRI DICKERSON | Director | 0260 | ES-00 | 202-372-4500 | Terri.A.Dickerson@uscg.mil |
| Affirmative Employment Program Manager | NETOSHA WASHINGTON | Equity Program Manager | 0260 | GS-14 | 202-372-4596 | Netosha.J.Washington@uscg.mil |
| Complaint Processing Program Manager | EDUARDO ZAYAS | Chief, Complains & Solutions | 0260 | GS-14 | 202-372-4524 | Eduardo.A.Zayas@uscg.mil |

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| EEO Program Staff | Name | Title | Occupational Series (xxxx) | Pay Plan and Grade (xx-xx) | Phone Number (xxx-xxx-xxxx) | Email Address |
|---|-------------------|---|----------------------------|----------------------------|-----------------------------|--|
| Diversity & Inclusion Officer | HOPE BALAMANI | Chief, Diversity & Inclusion Office | 0301 | GS-15 | 202-475-5254 | Hope.E.Balamani@uscg.mil |
| Special Emphasis Program Manager (SEPM) | VACANT | Special Emphasis Program Manager (SEPM) | | | | |
| Disability Program Manager (SEPM) | CAROLINE MAPP | Disability Program Manager | 0260 | GS-14 | 202-372-4512 | Caroline.Mapp@uscg.mil |
| Special Placement Program Coordinator (Individuals with Disabilities) | LINDA AASE | Selective Placement Program Coordinator | 0201 | GS-13 | 202-795-6297 | Linda.R.Aase@uscg.mil |
| Reasonable Accommodation Program Manager | CAROLINE MAPP | Senior Technical Advisor | 0260 | GS-14 | 202-372-4512 | Caroline.Mapp@uscg.mil |
| Anti-Harassment Program Manager | ELIZABETH MERCADO | EEO Specialist Technical Advisor | 0260 | GS-13 | 202-372-4518 | Elizabeth.Mercado@uscg.mil |
| ADR Program Manager | RENEE BROWN | ADR Program Manager | 0301 | GS-13 | 202-372-4503 | Gwendolyn.R.Brown@uscg.mil |
| Compliance Manager | MICHAEL BRENYO | Chief, Equity, Policy & Compliance Division | 0260 | GS-15 | 202-372-4511 | Michael.Brenyo@uscg.mil |

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| EEO Program Staff | Name | Title | Occupational Series (xxxx) | Pay Plan and Grade (xx-xx) | Phone Number (xxx-xxx-xxxx) | Email Address |
|---------------------------|--------------------|------------------------|----------------------------|----------------------------|-----------------------------|--|
| Principal MD-715 Preparer | NETOSHA WASHINGTON | Equity Program Manager | 0260 | GS-14 | 202-372-4596 | Netosha.J.Washington@uscg.mil |

Part D.1 – List of Subordinate Components Covered in this Report

Please identify the subordinate components within the agency (e.g., bureaus, regions, etc.).

X If the agency does not have any subordinate components, please check the box.

| Subordinate Component | City | State | Country (Optional) | Agency Code (xxxx) | FIPS Codes (xxxxx) |
|-----------------------|------|-------|--------------------|--------------------|--------------------|
| | | | | | |

Part D.2 – Mandatory and Optional Documents for this Report

In the table below, the agency must submit these documents with its MD-715 report.

| Did the agency submit the following mandatory documents? | Please respond Yes or No | Comments |
|--|--------------------------|----------|
| Organizational Chart | Yes | |
| EEO Policy Statement | Yes | |
| Strategic Plan | Yes | |
| Anti-Harassment Policy and Procedures | Yes | |
| Reasonable Accommodation Procedures | Yes | |
| Personal Assistance Services Procedures | Yes | |
| Alternative Dispute Resolution Procedures | Yes | |

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In the table below, the agency may decide whether to submit these documents with its MD-715 report.

| Did the agency submit the following optional documents? | Please respond Yes or No | Comments |
|---|-----------------------------|----------|
| Federal Equal Opportunity Recruitment Program (FEORP) Report | No | |
| Disabled Veterans Affirmative Action Program (DVAAP) Report | No | |
| Operational Plan for Increasing Employment of Individuals with Disabilities under Executive Order 13548 | No | |
| Diversity and Inclusion Plan under Executive Order 13583 | No | |
| Diversity Policy Statement | Yes | |
| Human Capital Strategic Plan | Yes | |
| U.S. Coast Guard Civil Rights Strategic Plan | Yes | |
| Results from most recent Federal Employee Viewpoint Survey or Annual Employee Survey | No | |

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Part E – Executive Summary

Part E.1

As the only military branch within the Department of Homeland Security (DHS), the United States Coast Guard's 56,000+ military and civilian workforce supports and operates a multi-mission, interoperable fleet of 243 cutters, 201 fixed and rotary-wing aircraft, and more than 1,600 boats. The Coast Guard's (CG) mission is to ensure our Nation's maritime safety, security, and stewardship. The CG achieves this mission through the management of six major operational mission programs: Maritime Law Enforcement, Maritime Response, Maritime Prevention, Marine Transportation System Management, Maritime Security Operations, and Defense Operations. These operational mission programs are further subdivided into 11 statutory missions codified in the Homeland Security Act of 2002.

Part E.2, A -F – Reports the CG Activities within the U.S. EEOC's Essential Elements Framework

The CG's FY22 self-assessment, using the Equal Employment Opportunity Commission's (EEOC) standards for meeting the six essential elements of a model Equal Employment Opportunity (EEO) program, showed a slight decrease in compliance compared with the previous reporting period. Although still high, the compliance rate decreased in FY22 to 96.15% from 97.44% achieved in FY21. Full compliance remained for elements A, D, and F, respectively, *Demonstrated Commitment from Agency Leadership, Proactive Prevention, and Responsiveness and Legal Compliance.*

In addition to the weaknesses previously identified correlating to essential elements *B, C and E, Integration of EEO into the Agency's Strategic Mission, Management and Program Accountability, and Efficiency*, additional non-compliant measures were noted for essential element E during this reporting period. The compliance measures not met related to the untimely issuance of final agency decisions and final actions. Also, while the FY21 Pre-Complaint Counseling alternative dispute resolution (ADR) participation at the pre-complaint phase was below EEOC's expected goal of 50%, the CG overcame this challenge, increasing participation to 53.4% in FY22.

The CG continued to work to correct the weaknesses recognized through prior assessments relating to combining and reporting appropriated and non-appropriated fund workforce (AF/NAF) demographics, in addition to maintaining complete applicant flow data in the new 2.0 format required by the EEOC. The CG remains unable to provide complete applicant flow data and blend its AF and NAF workforce statistics. The main cause of this deficiency is lack of data tracking system capability. The CG will evaluate and modify previous Part H Plans to incorporate activities to attain compliance with these deficiencies.

Also, the CG's FY22 data showed that triggers revealed in previous MD-715 reports continue and require further investigation through the barrier analysis process to substantiate barriers, if

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any, in the CG's workplace. While the CG did not conduct barrier analyses in FY22, Part I of this report includes the CG's plans to investigate the triggers to determine if any barriers exist.

The CG continues to engage in activities that set the path to attaining the "Model EEO Program" using standards in this directive. CG activities align with each essential element as described below.

Essential Element A: Demonstrated Commitment from Agency Officials

The CG Commandant (agency head) issued the annual Equal Opportunity and Anti-Discrimination/Anti-Harassment Policy Statements reiterating the CG's stance against unlawful discrimination and informing the workforce of their rights. These statements were released to the workforce on July 11, 2022, sent to each CG unit for display, and remain posted throughout the Agency. EEO and anti-harassment information remains available on the CG's official websites. These policies were reinforced to the workforce through in-person facilitated *Civil Rights Awareness (CRA)* training (required triennially) and computer-based *Preventing and Addressing Workplace Harassment* training (required annually), *Sexual Harassment Prevention* training (required annually), and the *DHS Notification of Federal Employee Anti-Discrimination and Retaliation (No FEAR) Act and Anti-Harassment* course (required biennially).

The CG also provided mandatory EEO training especially tailored to its executive leaders, the *Senior Executive Leadership Equal Opportunity Seminar (SELEOS)*. The 2022 seminar was held March 15-16. The attendees represented eight Admirals, two selected Admirals, one Senior Executive Service member, and 11 Command Master Chiefs. The participants engaged with executive-level experts who covered subjects in EEO, EO (for military members), Anti-harassment and Hate Incident Procedures, Diversity and Inclusion, Alternative Dispute Resolution, harassment in surrounding communities, climate surveys and other workplace topics.

The CG continued to utilize survey results, including the Federal Employee Viewpoint Survey (FEVS) and the Defense Organizational Climate Survey (DEOCS), to assess workforce perceptions and to proactively identify and address concerns and problems.

Essential Element B: Integration of EEO into the Agency's Strategic Mission

The CG remains committed to EEO as an integral part of the Agency's strategic mission. One major strength of the CG is the reporting structure of its Civil Rights Directorate. As such, the Civil Rights Director is a direct report to the Agency's head (Commandant), providing the appropriate line of authority and structure to support resources for effectively carrying out a successful EEO Program.

One of CG's top priorities is the recruitment, hiring, retention and development of a highly qualified and diverse workforce inclusive of Persons with Disabilities (PWD). Accordingly, the

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CG exceeded both DHS's hiring goals for the permanent workforce of 12% for PWD and 2% for PWTD with a rate of 33.17% and 2.76% respectively.

In furthering diversity initiatives, the CG's Recruitment Team participated in 37 recruitment and outreach events, including four internal Diversity & Inclusion sponsored joint events with the U.S. Coast Guard Academy and Coast Guard Recruiting Command. The target audiences included: veterans; military spouses; women, African Americans; students and recent graduates; Hispanics or Latinos; Asian Americans; American Indians; people with disabilities; and skilled trades persons. The CG reached approximately 14,911 in-person and virtual booth visitors and approximately 2,984 virtual chat participants.

Essential Element C: Management and Program Accountability

As required by policy that CG issued in 2009, all units completed an annual EEO self-assessment to support requirements in Part (G) of this report. Units with 50 or more positions must administer the assessment and develop action plans to respond to any noncompliant elements. For FY22, 275 commands evaluated their workplaces against EEO regulatory requirements. This tool, termed The EEO Command Checklist, is a best practice that affords the CG MD-715 working group the ability to timely and accurately complete the required annual report.

Essential Element D: Proactive Prevention

The Persons with Disability Program Manager (PWDPM) conducted training for human resources personnel on the Reasonable Accommodation (RA) process, the requirements outlined in Section 501 of the Rehabilitation Act, and Personal Assistance Services (PAS). Additionally, the mandatory CRA training includes topics on RA and PAS; 258 civilian managers and supervisors, and 2,285 employees completing this training during FY22.

The CG continued to provide equipment for employees, applicants, and visitors with short-term impairments through its Mobility Program. This is an assistive service that provides motorized scooters and wheelchairs for short-term use for individuals recovering from surgery, illness, or injuries. These accommodations allow individuals to move about Coast Guard facilities and to return to the workplace sooner than would otherwise be possible.

In FY22, the CG provided 84 civilian employees reasonable accommodations (RAs) for disabilities or medical conditions with \$4,009.99 in related expenditures. Typical RA purchases included but were not limited to: modification of equipment or devices; mobility scooters and wheelchairs; and special furniture, such as stand-up desks or ergonomic chairs.

The average processing time for accommodations in FY22 was 9.9 days, with most requests processed within the time frame set forth in the CG's reasonable accommodation procedures.

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This was slightly longer compared with the average of 8.6 days for the previous reporting period. The CG continued promoting greater awareness of reasonable accommodation procedures and continually enhancing the process. CG Civil Rights Regional Directors provided facilitated reasonable accommodation training to more than 400 supervisors and managers. In addition, to support tracking and prevent technical delays, (1) the Commandant issued a communication to the workforce that emphasized the importance of utilizing the appropriate accounting code for reasonable accommodation expenditures and (2) supervisors are assigned responsibility for ensuring that related procurements are processed within 10 business days of approval.

The CG implemented its updated Anti-Harassment and Hate Incident (AHHI) policy and published its third annual *Sexual Harassment Transparency* Report, spotlighting the number of allegations of sexual harassment and the resulting outcomes of the investigations. The report emphasized accountability for the offenders and effects of sexual harassment on the affected parties, including decreased productivity, retention, and mission readiness.

The CG continues to proactively support EEO Special Emphasis Programs (SEP) and promotes the workforce's active participation. In FY22, the CG Headquarters sponsored activities including 10 observances. The CG policy requires units with 50 or more civilian employees to assign an SEP coordinator for the federally mandated programs: *Federal Women's Program, Hispanic Employment Program, and Persons with Disabilities Program*. Across the agency, SEP coordinators and/or Leadership and Diversity Advisory Councils (LDACs) work collaboratively to plan local static displays, ethnic celebrations, professional development opportunities, and other activities in support of SEP. Additionally, CG units were encouraged to stage activities that helped educate the workforce about various groups' contributions through commemorating Asian American and Pacific Islander Heritage Month, National Native American Heritage Month, National African American History Month, Hispanic Heritage Month, Women's History Month, Martin Luther King Jr. Day, LGBTQ+ Pride Month, Juneteenth, Women's Equality Day, and National Disability Employment Awareness Month.

Essential Element E: Efficiency

In FY22, the CG processed 91 pre-complaints, compared with 68 in FY21, with 100% completed timely. Additionally, the CG investigated and completed 100% of its formal complaints within the regulatory timeframe, exceeding the federal average of 83%. The CG average for completing investigations improved, decreasing to 108.72 days compared with 114.4 days achieved the previous reporting period. The decrease was below the regulatory allowance of 180 days and well below the federal average of 189 days. CG attributes its performance to a best practice of utilizing the DoD application, DoD Secure Access File Exchange (SAFE), that protects and quickly transmits complaint files electronically to complainants and investigators, improving the timeliness. The CG offered Alternative Dispute Resolution (ADR) to 100% of individuals who initiated complaints in FY22 with 53.4% electing

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to participate at the pre-complaint counseling phase, enabling parties to resolve matters earlier with mutually agreed upon solutions. This represents a notable improvement compared with the FY21 rate of 38.24%

Essential Element F: Responsiveness and Legal Compliance

The CG AHHI policy outlines the procedures for reporting and combating all prohibited harassment, including sexual harassment. This process includes a prompt inquiry, corrective action, and swift elimination of any harassing behaviors. CG investigation into AHHI reports slightly increased in FY22 compared with FY21. CG civilian employees filed 67 claims of harassment in FY22, an increase of 5.9% compared with FY21 (63 claims filed). In FY22, CG commands substantiated ten (10) cases compared with FY21, during which time fifteen (15) cases were substantiated by management.

Part E.3 - Executive Summary: Workforce Analyses¹

The CG appropriated fund civilian workforce increased slightly by 0.94% in FY22 and comprised 9,081 permanent plus 151 temporary employees totaling 9,232 compared with 9,146 in FY21. In addition, the CG civilian workforce also included 1,377 non-appropriated fund (NAF) employees. The total civilian workforce was 10,609 members.

The CG uses the National Civilian Labor Force (NCLF) to analyze its appropriated fund civilian workforce data. The benchmarks for PWD and PWTD are 12% and 2% respectively. Highlighted below are PWD, PWTD, and five of 16 NCLF groups' participation rates in the CG's workforce. The CG will further examine the participation of these groups in FY23.

(1) Persons with Disabilities (PWD) participated at 31.79% and Persons with Targeted Disabilities (PWTD) participated at 3.53%, both exceeding EEOC's goal of 12% and 2%, respectively.

(2) Women participated at 30.12% (2,781) in FY22 compared with 30.16% (2,758) in FY21. Women, in general, were significantly below the 48.30% NCLF rate. This group increased by 23 employees in FY22, with a net change of +0.83%.

(3) In FY22, White women participated at 17.09% (1,578), significantly below the 31.80% NCLF. The participation rate in FY21 was 17.34% (1,586). This group decreased by 8 employees, with a net change of -0.50%.

(4) Hispanic men participated at 4.59% (424) compared with the 6.80% NCLF rate. In FY21, the participation rate for Hispanic/Latino men was 4.67% (427). This group decreased by 3 employees in FY22, a net change of -0.70%.

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(5) Hispanic women participated at 1.84% (170) compared with the 6.20% NCLF rate. In FY21 their participation rate was 1.82% (166). This group increased by 4 employees in FY22, a net change of +2.41%.

(6) Individuals of Two or More Races participated at 0.89% (83) compared with the 2.10% NCLF. In FY21, the participation rate was 0.86% (79). This group increased by 4 employees in FY22, a net change of +10.66%.

Part E.4 - Executive Summary: Accomplishments

The CG's Civil Rights Directorate completed steps to begin the procurement process to obtain resources for conducting a barrier analysis.

The CG implemented activities that corrected an ADR Program deficiency. As such, the CG significantly improved its ADR participation rate at the pre-complaint counseling phase increasing to 53.40% in FY22 from 38.24% in FY21, thereby exceeding EEOC's goal of 50%.

In FY22, the CG enhanced its Reasonable Accommodation (RA) Program and put in practice a monthly reporting requirement for RA requests to enhance timeliness monitoring and identify gaps. The CG also developed and implemented the reasonable accommodation processing packet job aide and updated the RA section of its CRA training material to include information covering "Fitness for Duty."

The CG notably improved the initial processing time for reasonable accommodation requests agency-wide to under 15 days in FY22 from 30+ days in prior years.

The CG converted 10 of 40 (25%) eligible Schedule A employees to permanent positions in FY22.

The CG continues to exceed the goals for employment of Persons with Disabilities (PWD) and Persons with Targeted Disabilities (PWTD). The participation rate for PWD was 31.96% and 3.55% for PWTD. Although about same when compared with FY21, the CG also exceeded the grade-level cluster benchmark participation rates of 12% for PWD and 2% for PWTD. In FY22, participation rates in grades GS-1 to GS-10 were 35.47% and 5.05% and in grades GS-11 to SES were 32.81% and 3.48%, respectively.

The CG's Civil Rights Directorate provided CRA training to 2,543 civilian employees (258 managers and 2,285 employees).

Through engaging in targeted outreach and recruitment efforts, the CG reached over 14,911 potential diverse future applicants and/or employees.

CG Civil Rights Directorate continued implementing its *Civil Rights Strategic Plan 2020-2025* (CRSP 2025). The CRSP 2025 methodology includes federal benchmarks and staff

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performance standards that measure 35 elements. These activities include measuring actions toward achieving a model workforce, such as workforce awareness of civil rights mission, civil rights training satisfaction, workforce training rate, workforce access to civil rights policy, command checklist compliance, MD-715 compliance, EEO pre-complaint timeliness, investigation timeliness, ADR offer rate, resolution rate, EEO review rate, and reasonable accommodation timeliness, etc.

Part E.5 - Executive Summary: Planned Activities

The following represent some of the planned activities in place to respond to EEO program deficiencies and workforce barriers.

The Civil Rights Directorate will continue efforts to procure a vendor to conduct a barrier analysis to examine triggers revealed among multiple demographic groups relating to overall workforce participation rates, new hires, promotions, and separations.

The CG will continue to work to resolve the challenges relating to consolidating and reporting its appropriated fund and non-appropriated workforce demographics and complete applicant flow data to comply with the MD-715 reporting requirements.

The Selective Placement Program Coordinator will send reminders and continue to provide a list of Schedule A employees eligible for conversion to the appropriate office for dissemination to management at the end of each quarter.

The CG will advance Diversity, Equity, Inclusion, and Accessibility (DEIA) and associated Presidential Executive Order 14035 through executing its 2019-2023 Diversity and Inclusion Action Plan.

The CG will continue to emphasize participation in the Federal Employee Viewpoint Survey, CG Exit Survey, and other survey tools, analyze and use data results to develop an Employee Engagement Action Plan, and establish a CG Employee Engagement Steering Committee with a focus on enhancing workforce morale, recruitment, and retention.

CONCLUSION

The CG continues to strive toward achieving a Model EEO Program and is committed to focusing on initiatives that foster equity, diversity, and inclusion. The CG prioritizes a proactive approach to identifying and addressing workforce triggers, deficiencies, and barriers largely through collaboration with its stakeholders. The CG will take immediate action to analyze and rectify deficiencies and/or barriers to eliminate and/or mitigate the impact on recruitment, hiring, training, advancement, and retention to remain an agency of choice for employees and applicants for employment.

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| EEOC FORM 715-01 PART F | U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT |
|--|---|

**CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, **Terrie A. Dickerson, Director, Civil Rights Directorate, SES** am the
 (Insert name above) (Insert official title/series/grade above)

Principal EEO Director/Official for **Department of Homeland Security, United States Coast Guard**
 (Insert Agency/Component Name above)

The agency has conducted an annual self-assessment of Section 717 and Section 501 programs against the essential elements as prescribed by EEO MD-715. If an essential element was not fully compliant with the standards of EEO MD-715, a further evaluation was conducted and, as appropriate, EEO Plans for Attaining the Essential Elements of a Model EEO Program, are included with this Federal Agency Annual EEO Program Status Report.

The agency has also analyzed its work force profiles and conducted barrier analyses aimed at detecting whether any management or personnel policy, procedure or practice is operating to disadvantage any group based on race, national origin, gender or disability. EEO Plans to Eliminate Identified Barriers, as appropriate, are included with this Federal Agency Annual EEO Program Status Report.

I certify that proper documentation of this assessment is in place and is being maintained for EEOC review up request.



2-3-2023

Signature of Principal EEO Director/Official

Date

Certifies that this Federal Agency Annual EEO Program Status Report is in compliance with EEO MD-715



3-2-2023

Signature of Agency Head or Agency Head Designee

Date

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MD-715 - PART G
Agency Self-Assessment Checklist

The Part G Self-Assessment Checklist is a series of questions designed to provide federal agencies with an effective means for conducting the annual self-assessment required in Part F of MD-715. This self-assessment permits EEO Directors to recognize, and to highlight for their senior staff, deficiencies in their EEO program that the agency must address to comply with MD-715's requirements. Nothing in Part G prevents agencies from establishing additional practices that exceed the requirements set forth in this checklist.

All agencies will be required to submit Part G to EEOC. Although agencies need not submit documentation to support their Part G responses, they must maintain such documentation on file and make it available to EEOC upon request.

The Part G checklist is organized to track the MD-715 essential elements. As a result, a single substantive matter may appear in several different sections, but in different contexts. For example, questions about establishing an anti-harassment policy fall within Element C (Management and Program Accountability), while questions about providing training under the anti-harassment policy are found in Element A (Demonstrated Commitment from Agency Leadership).

For each MD-715 essential element, the Part G checklist provides a series of "compliance indicators." Each compliance indicator, in turn, contains a series of "yes/no" questions, called "measures." To the right of the measures, there are two columns, one for the agency to answer the measure with "Yes", "No", or "NA;" and the second column for the agency to provide "comments", if necessary. Agencies should briefly explain any "N/A" answer in the comments. For example, many of the sub-component agencies are not responsible for issuing final agency decisions (FADs) in the EEO complaint process, so it may answer questions about FAD timeliness with "NA" and explain in the comments column that the parent agency drafts all FADs.





A "No" response to any measure in Part G is a program deficiency. For each such "No" response, an agency will be required in Part H to identify a plan for correcting the identified deficiency. If one or more sub-components answer "No" to a particular question, the agency-wide/parent agency's report should also include that "No" response.

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**MD-715 - PART G
Agency Self-Assessment Checklist**

| <p align="center">Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.</p> | | | | |
|--|--|--|------------------------|--|
|  Compliance Indicator  Measures | <p>A.1 – The agency issues an effective, up-to-date EEO policy statement.</p> | <p>Measure Met? (Yes/No/NA)</p> | <p>Comments</p> | <p>Current Part G Questions</p> |
| A.1.a | <p>Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency’s commitment to EEO for all employees and applicants? If “yes”, please provide the annual issuance date in the comments column. [see MD-715, II(A)]</p> | YES | July 11, 2022 | A.1.a.2 |
| A.1.b | <p>Does the EEO policy statement address all protected bases (age, color, disability, sex (including pregnancy, sexual orientation and gender identity), genetic information, national origin, race, religion, and reprisal) contained in the laws EEOC enforces? [see 29 CFR § 1614.101(a)]</p> | YES | | New |
|  Compliance Indicator  Measures | <p>A.2 – The agency has communicated EEO policies and procedures to all employees.</p> | <p>Measure Met? (Yes/No/NA)</p> | <p>Comments</p> | |
| A.2.a | <p>Does the agency disseminate the following policies and procedures to all employees:</p> | | | |
| A.2.a.1 | <p>Anti-harassment policy? [see MD 715, II(A)]</p> | YES | | New |
| A.2.a.2 | <p>Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]</p> | YES | | New |
| A.2.b | <p>Does the agency prominently post the following information throughout the workplace and on its public website:</p> | | | |
| A.2.b.1 | <p>The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]</p> | YES | | New |



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| A.2.b.2 | Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)] | YES | | A.2.c |
| A.2.b.3 | Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column. | YES | U.S. COAST GUARD CIVIL RIGHTS MANUAL, COMDTINST M5350.4E (uscg.mil) (Pg. 6-5 – 6.23) | A.3.c |
| A.2.c | Does the agency inform its employees about the following topics: | | | |
| A.2.c.1 | EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If “yes”, please provide how often. | YES | The Civil Right Awareness Training is provided twice a month one for supervisors and other for employees. The agency also publish a news letter with complaints information. | A.2.a |
| A.2.c.2 | ADR process? [see MD-110, Ch. 3(II)(C)] If “yes”, please provide how often. | YES | The Civil Right Awareness Training is provided twice a month, one for supervisors and other for employees. The agency also publish every month a news letter with ADR information. | New |
| A.2.c.3 | Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often. | YES | Employees are informed about the RA Program through Civil Rights Awareness Training multiple times a year, CRD conference every 2 years, and DEOMI training for new employees at least 3 times a year. | New |



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| A.2.c.4 | Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often. | YES | The anti-harassment program and updated policy and procedures are communicated to employees and supervisors through monthly Civil Rights Awareness Training, and by providing information through the CRD’s monthly newsletter to employees. | New |
| A.2.c.5 | Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If “yes”, please provide how often. | YES | Employees are required to complete the Preventing and Addressing Workplace Harassment annually. The content includes information on behaviors that could result in disciplinary actions. | A.3.b |
|  Compliance Indicator  Measures | A.3 – The agency assesses and ensures EEO principles are part of its culture. | Measure Met? (Yes/No/NA) | Comments New Compliance Indicator | |
| A.3.a | Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If “yes”, provide one or two examples in the comments section. | YES | Federal Asian Pacific American Council (FAPAC) Military/Civilian Awards Society of American Indian Government Employees (SAIGE) Meritorious Service Award | New |





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| A.3.b | Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250] | YES | | New |
| Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission. | | | | |
|  Compliance Indicator  Measures | B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program. | Measure Met? (Yes/No/NA) | Comments | |
| B.1.a | Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)] | YES | | B.1.a |
| B.1.a.1 | If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments. | NA | | New |
| B.1.a.2 | Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)] | YES | | B.1.d |
| B.1.b | Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I] | YES | | B.2.a |
| B.1.c | During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column. | YES | February 28, 2022 | B.2.b |
| B.1.d | Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)] | YES | | New |



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|  Compliance Indicator  Measures | | Measure Met? (Yes/No/NA) | Comments New Compliance Indicator | |
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| | B.2 – The EEO Director controls all aspects of the EEO program. | | | |
| B.2.a | Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)] | YES | | B.3.a |
| B.2.b | Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)] | YES | | New |
| B.2.c | Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.] | YES | | New |
| B.2.d | Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.] | NA | DHS CRCL issues Final Agency Decisions. | New |
| B.2.e | Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502] | YES | | F.3.b |
| B.2.f | Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)] | YES | | New |
| B.2.g | If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)] | NA | | New |
| | | | | |
|  Compliance Indicator  Measures | B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions. | | Comments | |
| B.3.a | Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)] | YES | | B.2.c & B.2.d |

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| B.3.b | Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column. | YES | Coast Guard Strategic Plan 2018-2022 1.1.1. Improve Support Programs for the Mission Ready Total Workforce. <ul style="list-style-type: none"> • Foster positive work environments, embracing and leveraging the differences among us, while ensuring equal opportunity for all (bullet #3). 1.1.3. Recruit and Retain an Inclusive and Diverse Workforce that Reflects the American Public We Serve. <ul style="list-style-type: none"> • Enhance recruiting, hiring, and personnel management policies that advance inclusion and diversity (bullet #1). | New |
|  Compliance Indicator  Measures | B.4 - The agency has sufficient budget and staffing to support the success of its EEO program. | Measure Met? (Yes/No/NA) | Comments | |
| B.4.a | Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas: | | | |
| B.4.a.1 | to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)] | YES | | B.3.b |
| B.4.a.2 | to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)] | YES | | B.4.a |
| B.4.a.3 | to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency | YES | The CG's Civil Rights Directorate (CRD) has | E.5.b |



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| | reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)] | | sufficient resources, including two attorneys, to support all phases of its discrimination complaints program from processing complaints, to writing final agency decisions to conducting legal sufficiency reviews. However, it is policy that only DHS Office of Civil Rights & Civil Liberties (CRCL) write and issue final agency decisions and final actions for the entire Department. The CG's CRD has been and will continue working with DHS/CRCL to improve timelines. | |
| B.4.a.4 | to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column. | YES | | B.4.f & B.4.g |
| B.4.a.5 | to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)] | YES | | E.1.c |
| B.4.a.6 | to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)] | YES | | B.4.c |
| B.4.a.7 | to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section. | NO | The Coast Guard does not collect and maintain complete applicant flow data nor report its non-appropriated fund workforce demographics combined with appropriated fund personnel statistics as required by the EEOC. | New |





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| B.4.a.8 | to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709] | YES | | B.3.c, B.3.c.1, B.3.c.2, & B.3.c.3 |
| B.4.a.9 | to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] | YES | | New |
| B.4.a.10 | to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)] | YES | | B.4.d |
| B.4.a.11 | to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)] | YES | | New |
| B.4.b | Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)] | YES | | New |
| B.4.c | Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)] | YES | | B.1.b |
| B.4.d | Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110? | YES | | E.2.d |
| B.4.e | Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110? | YES | | E.2.e |
|  Compliance Indicator  Measures | B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills. | Measure Met? (Yes/No/NA) | Comments | New Indicator |
| B.5.a | Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program: | | | |
| B.5.a.1 | EEO Complaint Process? [see MD-715(II)(B)] | YES | | New |
| B.5.a.2 | Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)] | YES | | A.3.d |
| B.5.a.3 | Anti-Harassment Policy? [see MD-715(II)(B)] | YES | | New |
| B.5.a.4 | Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse | YES | | New |



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| | employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)] | | | |
| B.5.a.5 | ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)] | YES | | E.4.b |
|  Compliance Indicator  Measures | B.6 – The agency involves managers in the implementation of its EEO program. | Measure Met? (Yes/No/NA) | Comments New Indicator | |
| B.6.a | Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I] | YES | | New |
| B.6.b | Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I] | YES | | D.1.a |
| B.6.c | When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I] | YES | | D.1.b |
| B.6.d | Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)] | YES | | D.1.c |
| Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY | | | | |
| This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan. | | | | |
|  Compliance Indicator  Measures | C.1 – The agency conducts regular internal audits of its component and field offices. | Measure Met? (Yes/No/NA) | Comments | |
| C.1.a | Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section. | YES | Annually. All CG units are required to complete an EEO self-assessment (Command Checklist) of their commands by October 31. | New |

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| C.1.b | Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR §1614.102(c)(2)] If "yes", please provide the schedule for conducting audits in the comments section. | YES | CG Commands develop plans to address deficiencies, if any, following the assessment. | New |
| C.1.c | Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)] | YES | | New |
|  Compliance Indicator  Measures | C.2 – The agency has established procedures to prevent all forms of EEO discrimination. | Measure Met? (Yes/No/NA) | Comments New Indicator | |
| C.2.a | Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC's enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)] | YES | | New |
| C.2.a.1 | Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] | YES | | New |
| C.2.a.2 | Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)] | YES | | New |
| C.2.a.3 | Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)] | YES | | New |
| C.2.a.4 | Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.] | YES | | New |
| C.2.a.5 | Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep't of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep't of Defense (Defense Commissary Agency)</u> , EEOC Appeal No. | YES | | New |



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| | 0120130331 (May 29, 2015)] If “no”, please provide the percentage of timely-processed inquiries in the comments column. | | | |
| C.2.a.6 | Do the agency’s training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)] | YES | | New |
| 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)] | YES | | New |
| C.2.b.1 | Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)] | YES | The CG uses DHS’s Accessibility Compliance Management system (ACMS) to assist in processing RA requests. | E.1.d |
| C.2.b.2 | Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)] | YES | | New |
| C.2.b.3 | Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)] | YES | | New |
| C.2.b.4 | Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)] | YES | | New |
| C.2.b.5 | Does the agency process all accommodation requests within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests in the comments column. | NO | During FY22, 77% of requests for reasonable accommodations were timely. The other 23% were delayed due to searches for reassignments and/or the requestors’ delay in submitting requested medical information. | E.1.e |
| C.2.c | Has the agency established procedures for processing requests for personal assistance services that comply with EEOC’s regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)] | YES | | New |



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| C.2.c.1 | Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR § 1614.203(d)(5)(v)] If “yes”, please provide the internet address in the comments column. | YES | U.S. COAST GUARD CIVIL RIGHTS MANUAL, COMDTINST M5350.4E (uscg.mil) (Pg. 6-5 – 6-23) | New |
|  Compliance Indicator  Measures | C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity. | Measure Met? (Yes/No/NA) | Comments New Indicator | |
| C.3.a | Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program? | YES | | New |
| C.3.b | Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities: | | | |
| C.3.b.1 | Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I] | YES | | A.3.a.1 |
| C.3.b.2 | Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)] | YES | | A.3.a.4 |
| C.3.b.3 | Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)] | YES | | A.3.a.5 |
| C.3.b.4 | Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I] | YES | | A.3.a.6 |
| C.3.b.5 | Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)] | YES | | A.3.a.7 |
| C.3.b.6 | Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)] | YES | | A.3.a.8 |
| C.3.b.7 | Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)] | YES | | New |
| C.3.b.8 | Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2] | YES | | A.3.a.2 |
| C.3.b.9 | Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection | YES | | New |



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| | Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)] | | | |
| C.3.c | Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)] | YES | | New |
| C.3.d | When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)] | YES | | New |
|  Compliance Indicator  Measures | C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program. | Measure Met? (Yes/No/NA) | Comments | |
| C.4.a | Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)] | YES | | New |
| C.4.b | Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I] | YES | | C.2.a, C.2.b, & C.2.c |
| C.4.c | Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)] | NO | The Coast Guard does not collect and maintain complete applicant flow data nor report its non-appropriated fund workforce demographics combined with appropriated fund personnel statistics as required by the EEOC. | New |
| C.4.d | Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)] | YES | | New |
| C.4.e | Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to: | | | |





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| C.4.e.1 | Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)] | YES | | New |
| C.4.e.2 | Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)] | YES | | New |
| C.4.e.3 | Develop and/or provide training for managers and employees? [see MD-715, II(C)] | YES | | New |
| C.4.e.4 | Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)] | YES | | New |
| C.4.e.5 | Assist in preparing the MD-715 report? [see MD-715, II(C)] | YES | | New |
|  Compliance Indicator  Measures | C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action. | Measure Met? (Yes/No/NA) | Comments | |
| C.5.a | Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also <i>Douglas v. Veterans Administration</i> , 5 MSPR 280 (1981)] | YES | | C.3.a. |
| C.5.b | When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments. | YES | The CG was preparing to sanction one management official who retired prior to the implementation of any action. Therefore, the CG was unable to discipline the manager. However, the CG still fulfilled all the obligations to comply with the FAD. | C.3.c |
| C.5.c | If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)] | YES | | New |





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|  Compliance Indicator  Measures | | Measure Met? (Yes/No/NA) | Comments | |
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| | C.6 – The EEO office advises managers/supervisors on EEO matters. | | | |
| C.6.a | Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column. | YES | This occurs in various forums, i.e., triennial training, weekly meetings, No Fear act postings, newsletter, etc. | C.1.a |
| C.6.b | Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I] | YES | | New |
| Essential Element D: PROACTIVE PREVENTION | | | | |
| This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity. | | | | |
|  Compliance Indicator  Measures | | Measure Met? (Yes/No/NA) | Comments | |
| | D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year. | | | |
| D.1.a | Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I] | YES | | New |
| D.1.b | Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] | YES | | New |
| D.1.c | Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)] | YES | | New |
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|  Compliance Indicator  Measures | | Measure Met? (Yes/No/NA) | Comments New Indicator | |
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| | D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.) | | | |
| D.2.a | Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, II(B)] | YES | | New |
| D.2.b | Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)] | YES | | B.2.c.2 |
| D.2.c | Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)] | YES | | B.2.c.1 |
| D.2.d | Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column. | YES | Complaints/grievance Employee Climate Surveys (DEOCS) Program Evaluation (Command Checklist) CG Anti-harassment program CG Reasonable Accommodation Program | New |
| | | | | |
|  Compliance Indicator  Measures | D.3 – The agency establishes appropriate action plans to remove identified barriers. | Measure Met? (Yes/No/NA) | Comments New Indicator | |
| D.3.a. | Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)] | YES | | New |
| D.3.b | If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)] | YES | | New |

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|--|--|-------------------------------------|---|---------|
| D.3.c | Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)] | YES | | New |
|  Compliance Indicator  Measures | D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities. | Measure Met? (Yes/No/NA) | Comments New Indicator | |
| D.4.a | Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)] Please provide the internet address in the comments. | YES | https://www.uscg.mil/Resources/Civil-Rights/Reports-and-References/ | New |
| D.4.b | Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)] | YES | | New |
| D.4.c | Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)] | YES | | New |
| D.4.d | Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)] | YES | | New |
| Essential Element E: EFFICIENCY | | | | |
| This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency’s EEO programs and an efficient and fair dispute resolution process. | | | | |
|  Compliance Indicator  Measures | E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process. | Measure Met? (Yes/No/NA) | Comments | |
| E.1.a | Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105? | YES | | E.3.a.1 |
| E.1.b | Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)? | YES | | E.3.a.2 |



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|--------------|--|-----|---|---------|
| E.1.c | Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(l)? | YES | | New |
| E.1.d | Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(l)? If so, please provide the average processing time in the comments. | YES | The average processing time was 30.7 days. | New |
| E.1.e | Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)? | YES | | New |
| E.1.f | Does the agency timely complete investigations, pursuant to 29 CFR §1614.108? | YES | | E.3.a.3 |
| E.1.g | If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)? | YES | | New |
| E.1.h | When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)? | NO | The CG CRD has been and will continue working with DHS/CRCL to improve the timeliness in issuing Final Agency Decisions (FAD). In FY22, issuing the CG's FADs average days improved and decreased to 104.23 days from 313.18 days compared with FY21. | E.3.a.4 |
| E.1.i | Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)? | NO | The CG CRD is working with DHS/CRCL to improve the timeliness in issuing final actions. CG had one final action issued after the 40 days regulatory requirement. | E.3.a.7 |
| E.1.j | If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor | YES | Performance issues with contract counselors/investigators | E.2.c |





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| | work product and/or delays? [See MD-110, Ch. 5(V)(A)] If “yes”, please describe how in the comments column. | | are communicated to vendor CEO/Owner and requests are made to disallow low/poor contract personnel to work on USCG cases. | |
| E.1.k | If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)] | YES | | New |
| E.1.l | Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)] | YES | | New |
|  Compliance Indicator  Measures | E.2 – The agency has a neutral EEO process. | Measure Met? (Yes/No/NA) | Comments Revised Indicator | |
| E.2.a | Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)] | YES | | New |
| E.2.b | When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column. | YES | CRD has two Attorney Advisors within its division who conducts legal sufficiency reviews. | E.6.a |
| E.2.c | If the EEO office relies on the agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)] | N/A | CG’s defensive function does not conduct legal sufficiency reviews for CRD. | New |
| E.2.d | Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)] | YES | | E.6.b |
| E.2.e | If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)] | YES | | E.6.c |



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|  Compliance Indicator  Measures | E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program. | Measure Met? (Yes/No/NA) | Comments | |
|--|---|---------------------------------|--|-------|
| E.3.a | Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)] | YES | | E.4.a |
| E.3.b | Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)] | YES | | E.4.c |
| E.3.c | Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)] | YES | | D.2.a |
| E.3.d | Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)] | YES | | New |
| E.3.e | Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)] | YES | | E.4.d |
| E.3.f | Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)] | YES | | New |
|  Compliance Indicator  Measures | E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program. | Measure Met? (Yes/No/NA) | Comments | |
| E.4.a | Does the agency have systems in place to accurately collect, monitor, and analyze the following data: | | | |
| E.4.a.1 | Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)] | YES | | E.5.a |
| E.4.a.2 | The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)] | YES | | E.5.c |
| E.4.a.3 | Recruitment activities? [see MD-715, II(E)] | YES | | E.5.f |
| E.4.a.4 | External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)] | NO | The Coast Guard does not collect and maintain complete applicant flow data nor report its non- | New |





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| | | | appropriated fund workforce demographics combined with appropriated fund personnel statistics as required by the EEOC. | |
| E.4.a.5 | The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)] | YES | | New |
| E.4.a.6 | The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2] | YES | | New |
| E.4.b | Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I] | YES | | New |
|  Compliance Indicator  Measures | E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program. | Measure Met? (Yes/No/NA) | Comments | |
| E.5.a | Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If “yes”, provide an example in the comments. | YES | <ul style="list-style-type: none"> • 462 Report • MD-715 • CG Civil Rights Strategic Plan 2020 2025 | E.5.e |
| E.5.b | Does the agency review other agencies’ best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If “yes”, provide an example in the comments. | YES | Annually, EEO personnel analyze its 462 elements’ performance against DHS components and the federal community. Staff uses this information to interact with those components who excel in some areas. | E.5.g |
| E.5.c | Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)] | YES | | E.3.a |
| Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE | | | | |
| This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions. | | | | |



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|  Compliance Indicator  Measures | | Measure Met? (Yes/No/NA) | Comments | |
|---|--|-------------------------------------|---|---------|
| | F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements. | | | |
| F.1.a | Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)] | YES | | F.1.a |
| F.1.b | Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)] | YES | | E.3.a.6 |
| F.1.c | Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)] | YES | | F.2.a.1 |
| F.1.d | Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)] | YES | | F.2.a.2 |
| F.1.e | When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)] | YES | | F.3.a. |
| | | | | |
|  Compliance Indicator  Measures | F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions. | Measure Met? (Yes/No/NA) | Comments Indicator moved from E-III Revised | |
| F.2.a | Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)] | YES | | C.3.d |
| F.2.a.1 | When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)] | YES | | E.3.a.5 |
| F.2.a.2 | When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501] | YES | | E.3.a.7 |
| F.2.a.3 | When a complainant files an appeal, does the agency timely forward the investigative file to EEOC's Office of Federal Operations? [see 29 CFR §1614.403(e)] | YES | | New |

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| | | | | |
|--|---|-------------------------------------|-----------------|----------------|
| F.2.a.4 | Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance? | YES | | F.3.d (1 to 9) |
|  Compliance Indicator  Measures | F.3 - The agency reports to EEOC its program efforts and accomplishments. | Measure Met? (Yes/No/NA) | Comments | |
| F.3.a | Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)] | YES | | New |
| F.3.b | Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)] | YES | | New |

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**MD-715 – Part H.1
Agency EEO Plan to Attain the Essential Elements of a Model EEO Program**

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|---|--|
| Element B: Integration of EEO Into the Agency's Strategic Mission. | B.4.a.7 The agency has not allocated sufficient funding and qualified staffing to successfully implement the EEO Program to maintain accurate data collection and tracking systems for workforce demographics and applicant flow data (in the form required by the EEOC). |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|-----------------------------|---|--------------------------|----------------------------|-----------------------------|
| 10/23/2020 | Collect, maintain, and track non-appropriated fund workforce and applicant flow demographics data, consolidate with appropriated fund personnel statistics, and report in the new 2.0 format required by the EEOC and MD-715. | 09/30/2022 | 09/30/2024 | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|---|-------------------|---|
| CG-1D Deputy Assistant Commandant for Human Resources | Dr. D. M. Navarro | No |

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Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|------------------------------------|--|--|--------------------------------------|--|
| 11/30/2020 | Contact DHS components to obtain best practices regarding systems relating to MD-715 reporting. | Yes | | 11/06/2020 |
| 03/31/2021 | Identify potential stakeholders and schedule meeting to discuss EEO Program deficiency. | Yes | | 03/19/2021 |
| 05/28/2021 | Meet with stakeholders and discuss EEO Program deficiency and identify primary responsible official(s). | Yes | | 05/21/2021 |
| 06/30/2021 | Provide stakeholders with information regarding the MD-715 2.0 data tables format. | Yes | | 06/14/2021 |
| 09/30/2021 | Designate dedicated resource(s) with appropriate skills. | Yes | | 09/30/2021 |
| 10/15/2021 | Prepare non-appropriated fund workforce demographics data in the MD-715 2.0 format and upload to designated SharePoint portal. | Yes | | 10/12/2021 |
| 02/28/2022 | Determine if current data system can be modified or new application/system will be required. | No | | 09/30/2022 |
| 06/30/2022 | Explore options to automate consolidation of non-appropriated fund workforce statistics and appropriated fund demographics data using external resources or obtaining funding for system or process to accomplish the consolidation. | No | 03/31/2024 | |
| 09/30/2022 | Consolidate non-appropriated fund workforce demographics data with appropriated fund personnel statistics, and report in the new 2.0 format. | No | 09/30/2024 | |

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|--|
| 2021 | <ul style="list-style-type: none"> • Met with DHS and Components MD-715 report preparers regarding system used to generate MD-715 workforce data tables (identified DHS prepares 2.0 tables for multiple sub agencies USCIS, FEMA, ICE, FLETC, and CBP). • Transitioned from using old MD-715 data tables to new 2.0 format (provided by DHS). • Collaborated with DHS to pursue merging appropriated fund and non-appropriated fund (NAF) workforce demographics and applicant flow data on behalf of the CG. • Community Services Command (CSC) benchmarked the U.S. Marine Corps for potential solutions relating to consolidating appropriated and non-appropriated workforce data. • CSC designated a dedicated resource to prepare the NAF workforce demographics data in the 2.0 format required by the EEOC. • CSC completed and provided FY21 NAF workforce demographics data in the 2.0 format required by the EEOC. |
| 2022 | <ul style="list-style-type: none"> • The Civil Rights Directorate coordinated and participated in two meetings during the reporting period with an EEOC management official/personnel, Assistant Commandant for Human Resources (CG-1) and CSC stakeholders. The EEOC provided CG stakeholders with guidance and informed of the requirements for reporting AF and NAF workforce data. • CG-1 offices examined if it was feasible to consolidate AF and NAF data systems. Entirely new HR systems would need to be designed for the different workforces and were not feasible. • Explored options to automate consolidation of AF workforce statistics and NAF demographics data. Coast Guard lacks the skills and resources to support even a manual, non-repeatable process without addition of personnel and software/coding outside of component. |

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part H.2 Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|---|--|
| Element C: Management and Program Accountability | C.2.b.5 The agency does not process all accommodation requests within the timeframe set forth in its reasonable accommodation procedures. |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|---|-----------------------------|-------------------------------|--------------------------------|
| 09/01/2019 | Provide guidance and resources necessary to ensure that the agency can process accommodation requests within the time frame set forth in its reasonable accommodation procedures, which is within 15 business days; share analyses with leadership, working groups and field staff to promote timeliness. | 09/30/2020 | 09/30/2023 | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|-----------------------------|---------------|--|
| Disability Program Manager | Caroline Mapp | Yes |
| Human Resources Personnel | Various | Yes |
| Agency Management Officials | Various | Yes |

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Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|---|---|---------------------------------------|---|
| 09/30/2019 | Analyze late accommodation approvals to see if there is a common factor that can be addressed. | Yes | | 09/30/2019 |
| 09/30/2019 | Guidance regarding service animals provided. | Yes | | 09/26/2019 |
| 10/22/2019 | Meet with civil rights Regional Directors to discuss how to address late accommodations. | Yes | | 10/22/2019 |
| 01/31/2020 | Develop a Reasonable Accommodation Promotion Plan to educate the workforce and management officials about reasonable accommodation procedures and timeframe. | Yes | | 01/30/2020 |
| 01/07/2020 | Quarterly review of accommodation requests. | Yes | | 01/27/2020 |
| 04/07/2020 | Quarterly review of accommodation requests. | Yes | | 04/10/2020 |
| 04/30/2020 | Civil rights and human resources collaboration on guidance regarding the reassignment process. | Yes | | 04/30/2020 |
| 08/07/2020 | Quarterly review of accommodation requests. | Yes | | 08/25/2020 |
| 08/30/2020 | Obtain approval and implement the Reasonable Accommodation Promotion Plan. | Yes | | 01/30/2020 |
| 12/31/2020 | Meet with civil rights Regional Directors to discuss how to address late accommodations and provide training to CRSPs and managers. | Yes | | 12/17/2020 |
| 01/31/2021 | Review the current Reasonable Accommodation Promotion Plan to educate the workforce and management officials about reasonable accommodation procedures and timeframe. | Yes | 05/31/2021 | |
| 01/31/2021 | Quarterly review of accommodation requests. | Yes | | 04/12/2021 |

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| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|--|---|-------------------------------|---------------------------------|
| 03/31/2021 | Meet with Regional Directors to review the progress in enhancing timelines of the RA process. | Yes | | 03/11/2021 |
| 03/31/2021 | Meet with Civil rights and human resources to follow up on procedures regarding the reassignment process. | Yes | | 12/17/2020 |
| 04/31/2021 | Quarterly review of accommodation requests. | Yes | | 04/15/2021 |
| 06/30/2021 | Review status of timeliness. | Yes | 07/31/21 | 07/27/2021 |
| 11/30/2021 | Meet with Regional Directors to review the progress in enhancing timelines of the RA process. | Yes | | 02/04/2022 |
| 12/31/2021 | Initiated monthly review of accommodation requests. | Yes | | 02/04/2022 |
| 02/28/2022 | Perform analysis and review of RAs. | Yes | | 03/17/2022 |
| 03/31/2022 | Make an assessment of the Civil Rights Awareness Training. | Yes | | 07/18/2022 |
| 07/31/2022 | Provide RA training to Managers and Supervisors. | Yes | | 07/27/2022 |
| 07/31/2022 | Review status of timeliness. | Yes | | 07/31/2022 |
| 09/30/2023 | Review current policy for timeline assessment and any areas for processing time improvements to complete all requests within timeframes. | Yes | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|---|
| 2018 | A review of late accommodation approvals found that they usually involved reassignment and service animals. |
| 2019 | Service animal guidance was disseminated to the civil rights staff and posted on the civil rights website. |

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| 2020 | A meeting was held with the civil rights Regional Directors and timeliness regarding accommodation approval was addressed. |
| 2021 | <ul style="list-style-type: none">• Met with directors to discuss timelines concerns.• The agency provided six training sessions for RA request procedures to all managers and supervisors. The training was virtual via Teams.• The agency hired two new Attorneys' Advisors to work with the disability program. The activities ultimately resulted in a decrease of the time average to process of RAs. The new days average is 8.6 days. |
| 2022 | <ul style="list-style-type: none">• Implemented a reasonable accommodation requests (RA) monthly reporting requirement to monitor processing timeliness and identify gaps.• Developed and implemented use of a reasonable accommodation processing packet job aide for processing RA requests.• Conducted multiple training sessions on RAs for managers, supervisors, and Civil Rights Service Providers.• Improved the initial processing time of RA requests to under 15 days from 30+ days. |

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part H.3 Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|---|---|
| Element C: Management Program and Accountability | C.4.c The EEO office does not have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables. |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|---|-----------------------------|-------------------------------|--------------------------------|
| 10/23/2020 | Collect, maintain, and track non-appropriated fund workforce and applicant flow demographics data, consolidate with appropriated fund personnel statistics, and report in the new 2.0 format required by the EEOC and MD-715. | 09/30/2022 | 09/30/2024 | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|---|-------------------|--|
| CG-1D Deputy Assistant Commandant for Human Resources | Dr. D. M. Navarro | No |

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Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|--|---|---------------------------------------|---|
| 11/30/2020 | Contact DHS components to obtain best practices regarding systems relating to MD-715 reporting. | Yes | | 11/06/2021 |
| 03/31/2021 | Identify potential stakeholders and schedule meeting to discuss EEO Program deficiency. | Yes | | 03/19/2021 |
| 05/28/2021 | Meet with stakeholders and discuss EEO Program deficiency and identify primary responsible official(s). | Yes | | 05/21/2021 |
| 06/30/2021 | Provide stakeholders with information regarding the MD-715 2.0 data tables format. | Yes | | 06/14/2021 |
| 09/30/2021 | Designate dedicated resource(s) with appropriate skills. | Yes | | 09/30/2021 |
| 10/15/2021 | Prepare non-appropriated fund workforce demographics data in the MD-715 2.0 format and upload to designated SharePoint portal. | Yes | | 10/12/2021 |
| 02/28/2022 | Determine if current data system can be modified or new application/system will be required. | No | | 09/30/2022 |
| 06/30/2022 | Explore options to automate consolidation of non-appropriated fund workforce statistics and appropriated fund demographics data using external resources or obtaining funding for system or process to accomplish the consolidation. | No | 03/31/2024 | |
| 09/30/2022 | Consolidate non-appropriated fund workforce demographics data with appropriated fund personnel statistics, and report in the new 2.0 format. | No | 09/30/2024 | |

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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|--|
| 2021 | <ul style="list-style-type: none"> • Met with DHS and Components MD-715 report preparers regarding system used to generate MD-715 workforce data tables (identified DHS prepares 2.0 tables for multiple sub agencies USCIS, FEMA, ICE, FLETC, and CBP). • Transitioned from using old MD-715 data tables to new 2.0 format (provided by DHS). • Collaborated with DHS to pursue merging appropriated fund and non-appropriated fund (NAF) workforce demographics and applicant flow data on behalf of the CG. • Community Services Command (CSC) benchmarked the U.S. Marine Corps for potential solutions relating to consolidating appropriated and non-appropriated workforce data. • CSC designated a dedicated resource to prepare the NAF workforce demographics data in the 2.0 format required by the EEOC. • CSC completed and provided FY21 NAF workforce demographics data in the 2.0 format required by the EEOC. |
| 2022 | <ul style="list-style-type: none"> • The Civil Rights Directorate coordinated and participated in two meetings during the reporting period with an EEOC management official/personnel, Assistant Commandant for Human Resources (CG-1) and CSC stakeholders. The EEOC provided CG stakeholders with guidance and informed of the requirements for reporting AF and NAF workforce data. • CG-1 offices examined if it was feasible to consolidate AF and NAF data systems. Entirely new HR systems would need to be designed for the different workforces and were not feasible. • Explored options to automate consolidation of AF workforce statistics and NAF demographics data. Coast Guard lacks the skills and resources to support even a manual, non-repeatable process without addition of personnel and software/coding outside of component. |

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part H.4 Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|----------------------------|--|
| Element E: Efficiency | E.4.a The agency does not have systems in place to accurately collect, monitor, and analyze external and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status. |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|---|-----------------------------|-------------------------------|--------------------------------|
| 10/23/2020 | Collect, maintain, and track non-appropriated fund workforce and applicant flow demographics data, consolidate with appropriated fund personnel statistics, and report in the new 2.0 format required by the EEOC and MD-715. | 09/30/2022 | 09/30/2024 | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|---|-------------------|--|
| CG-1D Deputy Assistant Commandant for Human Resources | Dr. D. M. Navarro | No |

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Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|--|---|---------------------------------------|---|
| 11/30/2020 | Contact DHS components to obtain best practices regarding systems relating to MD-715 reporting. | Yes | | 11/06/2021 |
| 03/31/2021 | Identify potential stakeholders and schedule meeting to discuss EEO Program deficiency. | Yes | | 03/19/2021 |
| 05/28/2021 | Meet with stakeholders and discuss EEO Program deficiency and identify primary responsible official(s). | Yes | | 05/21/2021 |
| 06/30/2021 | Provide stakeholders with information regarding the MD-715 2.0 data tables format. | Yes | | 06/14/2021 |
| 09/30/2021 | Designate dedicated resource(s) with appropriate skills. | Yes | | 09/30/2021 |
| 10/15/2021 | Prepare non-appropriated fund workforce demographics data in the MD-715 2.0 format and upload to designated SharePoint portal. | Yes | | 10/12/2021 |
| 02/28/2022 | Determine if current data system can be modified or new application/system will be required. | No | | 09/30/2022 |
| 06/30/2022 | Explore options to automate consolidation of non-appropriated fund workforce statistics and appropriated fund demographics data using external resources or obtaining funding for system or process to accomplish the consolidation. | No | 03/31/2024 | |
| 09/30/2022 | Consolidate non-appropriated fund workforce demographics data with appropriated fund personnel statistics, and report in the new 2.0 format. | No | 09/30/2024 | |

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Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|--|
| 2021 | <ul style="list-style-type: none"> • Met with DHS and Components MD-715 report preparers regarding system used to generate MD-715 workforce data tables (identified DHS prepares 2.0 tables for multiple sub agencies USCIS, FEMA, ICE, FLETC, and CBP). • Transitioned from using old MD-715 data tables to new 2.0 format (provided by DHS). • Collaborated with DHS to pursue merging appropriated fund and non-appropriated fund (NAF) workforce demographics and applicant flow data on behalf of the CG. • Community Services Command (CSC) benchmarked the U.S. Marine Corps for potential solutions relating to consolidating appropriated and non-appropriated workforce data. • CSC designated a dedicated resource to prepare the NAF workforce demographics data in the 2.0 format required by the EEOC. • CSC completed and provided FY21 NAF workforce demographics data in the 2.0 format required by the EEOC. |
| 2022 | <ul style="list-style-type: none"> • The Civil Rights Directorate coordinated and participated in two meetings during the reporting period with an EEOC management official/personnel, Assistant Commandant for Human Resources (CG-1) and CSC stakeholders. The EEOC provided CG stakeholders with guidance and informed of the requirements for reporting AF and NAF workforce data. • CG-1 offices examined if it was feasible to consolidate AF and NAF data systems. Entirely new HR systems would need to be designed for the different workforces and were not feasible. • Explored options to automate consolidation of AF workforce statistics and NAF demographics data. Coast Guard lacks the skills and resources to support even a manual, non-repeatable process without addition of personnel and software/coding outside of component. |

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part H.5 Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|----------------------------|---|
| Model EEO Program | Coast Guard (CG) FY21 Pre-Complaint Counseling alternative dispute resolution (ADR) participation rate of 38.24% was below the EEOC's expected goal of 50%. |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|---|-----------------------------|-------------------------------|--------------------------------|
| 06/01/2022 | Assess perception of the CG ADR program and implement actions to increase the participation rate at the Pre-Complaint Counseling stage to meet or exceed EEOC's expected goal of 50%. | 09/30/2022 | | 09/30/2022 |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|---|----------------|--|
| Chief, Equity, Policy & Compliance Division | Michael Brenyo | Yes |
| ADR Program Manager | G. Renee Brown | Yes |
| ADR Specialist | Elliott Colón | Yes |

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Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|--|---|---|---|
| 09/30/2022 | Modify and implement ADR Program evaluation tool (Surveys) to align responses with DHS requirements. | Yes | | 02/08/2022 |
| 09/30/2022 | Meet with Civil Rights Service Providers (CRSPs) to discuss and develop strategies to increase the ADR participation rate at the pre-complaint counseling stage. | Yes | | 07/27/2022 |
| 09/30/2022 | Update ADR reference material. | No | | 09/30/2022 |
| 09/30/2022 | Conduct Non-EEO facilitation sessions. (Efforts to prevent filing of an EEO complaint) | No | | 04/10/2022 |
| 10/30/2022 | Analyze ADR Program evaluations quarterly to provide regional directors a snapshot of program success in their AOR and to gauge their need for more training. | No | | |
| 10/30/2022 | Assess the quality of each region's ADR communications to determine its effectiveness and derive if there is a need for additional training in ADR. | No | | |
| 09/30/2023 | Develop and implement a marketing strategy/plan to promote ADR programs. | No | | 10/15/2022 |
| | | | | |

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|--|
| 2022 | <ul style="list-style-type: none"> • Trained and assisted with how Mediations are conducted (virtual, in person, and telephonically). • Provided mediators feedback after observing their mediation session. • Updated training material for Mediators. (i.e., Mediation Standard Operating Procedures and a “Do’s and Don’ts for Mediators” worksheet) • Provided checklist aids to assist the Aggrieved and Settlement Officials prepare for mediations (“ADR Settlement Tips Guidelines”, “ADR Tips for Aggrieved” and “ADR Tips for Settlement Officials”). • Co-Authored with CRSPs a list of benefits marketing ADR as a valuable tool in workplace conflict resolution; distributed to the field as reference material. • Modified and implemented changes to the ADR Program surveys to align responses with DHS requirements. • Updated ADR Confirmation Forms (to streamline the scheduling process for mediation). • Published a three-part article addressing conflict management in the CRD monthly newsletter; consolidated and summarized articles for release to the CG1 webpage • Maintained an ADR Tracker to better monitor elements of complaints and identify complaint processing trends. • Provided facilitation sessions in efforts to prevent the escalating of issues stated and to prevent possible filing of EEO complaints. • Discussed strategies with Civil Rights Service Providers on ways to address the low ADR participation rates. • Significantly improved the ADR participation rate from 38.24% in FY21 to 53.40% in FY22. |

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part H.6 Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|----------------------------|--|
| Element E: Efficiency. | E.1.h The agency does not timely issue all Final Agency Decisions when the Complainant does not request a EEOC hearing within the time frame set in accordance with EEOC and 29 CFR section 1614.110(a) |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|---|------------------------------|-------------------------------|--------------------------------|
| 11/05/2022 | To enhance the timelines of the agency in issuing Final Agency Decision (FAD) when the complainant does not request a hearing as required by the EEOC and the 29 CFR section 1614.110(b). | 09/30/2023 | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|--|---------------|--|
| Coast Guard Civil Rights Directorate Chief Solutions and Complaints | Eduardo Zayas | YES |

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Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|---|---|-------------------------------|---------------------------------|
| 11/30/2022 | Contact DHS/ CRCL to discuss Schedule a meeting to address USCG Concerns related to the timelines. | Yes | | |
| 01/31/2023 | Conduct a meeting with DHS/CRCL to discuss EEO Program deficiency. | Yes | | |
| 03/28/2023 | Conduct an iComplaints analysis of the midyear numbers of FADs to make an assessment to be discuss with DHS/CRCL. | Yes | | |
| 04/30/2023 | Meet with DHS/CRCL to discuss improvements and shortcomings and determine next course of action. | Yes | | |
| 06/30/2023 | Conduct another iComplaints analysis to verify the status of the FADs Timelines. | Yes | | |
| 07/15/2023 | Schedule an additional meeting with DHS.CRCL TO discuss findings of the analysis and asses the goals. | Yes | | |
| 10/30/2023 | Run an annual report to determine the effectiveness of the actions taken to improve the timelines. | Yes | | |
| 11/30/2023 | Determine if current process is effective or see if the current process can be modified or new steps applied to meet timelines goals. | Yes | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|-----------------|
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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part H.7 Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

| Type of Program Deficiency | Brief Description of Program Deficiency |
|----------------------------|--|
| Element E: Efficiency | E.1.i The agency does not issue timely all Final Actions after receiving the hearing files and the AJs Decision requests within the time frame set in accordance with EEOC and 29 CFR section 1614.110(a) |

Objective(s) and Dates for EEO Plan

| Date Initiated (mm/dd/yyyy) | Objective | Target Date (mm/dd/yyyy) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--------------------------------|--|-----------------------------|-------------------------------|--------------------------------|
| 09/01/2022 | To enhance the timelines of the agency in issuing final actions per EEOC AJs decisions as required by the EEOC and the 29 CFR section 1614.110(b). | 09/30/2023 | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|---|------------------|--|
| Equity, Policy, and Compliance Division Chief Solutions and Complaints | Eduardo A. Zayas | Yes |

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Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|---|---|-------------------------------|---------------------------------|
| 11/30/2022 | Contact DHS/ CRCL to discuss Schedule a meeting to address USCG Concerns related to the timelines. | Yes | | |
| 01/31/2023 | Conduct a meeting with DHS/CRCL to discuss EEO Program deficiency. | Yes | | |
| 03/28/2023 | Conduct an iComplaints analysis of the midyear numbers of FADs to make an assessment to be discuss with DHS/CRCL. | Yes | | |
| 04/30/2023 | Meet with DHS/CRCL to discuss improvements and shortcomings and determine next course of action. | Yes | | |
| 06/30/2023 | Conduct another iComplaint analysis to verify the status of the FADs Timelines. | Yes | | |
| 04/07/2020 | Quarterly review of accommodation requests. | Yes | | |
| 07/15/2023 | Schedule an additional meeting with DHS CRCL to discuss findings of the analysis and asses the goals. | Yes | | |
| 10/30/2023 | Run an annual report to determine the effectiveness of the actions taken to improve the timelines. | Yes | | |
| 11/30/2023 | Determine if current process is effective or see if the current process can be modified or new steps applied to meet timelines goals. | Yes | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|-----------------|
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FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part I.1 Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

| Source of the Trigger | Specific Workforce Data Table | Narrative Description of Trigger |
|---------------------------------------|--|--|
| FY18 – 22 MD-715 Workforce Data Table | Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex | Overall participation rates of females, and specifically, Hispanic or Latino females and White females fell below the expected civilian labor force rate greater than 1% for their respective group for five consecutive fiscal years (FY18 – 22). |

EEO Group(s) Affected by Trigger

| EEO Group | |
|---|---|
| All Men | |
| All Women | |
| Hispanic or Latino Males | |
| Hispanic or Latino Females | X |
| White Males | |
| White Females | X |
| Black or African American Males | |
| Black or African American Females | |
| Asian Males | |
| Asian Females | |
| Native Hawaiian or Other Pacific Islander Males | |
| Native Hawaiian or Other Pacific Islander Females | |
| American Indian or Alaska Native Males | |

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| | |
|--|--|
| EEO Group | |
| American Indian or Alaska Native Females | |
| Two or More Races Males | |
| Two or More Races Females | |

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|--|---|---|
| Workforce Data Tables | Yes | FY18-22 Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex. |
| Complaint Data (Trends) | | |
| Grievance Data (Trends) | | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | | |
| Climate Assessment Survey (e.g., FEVS) | | |
| Exit Interview Data | | |
| Focus Groups | | |
| Interviews | | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| No | No |

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Statement of Identified Barrier(s)

| Description of Policy, Procedure, or Practice |
|---|
| |
| |
| |

Objective(s) and Dates for EEO Plan

| Objective | Date Initiated (mm/dd/yyyy) | Target Date (mm/dd/yyyy) | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|---|--------------------------------|-----------------------------|---|-------------------------------|--------------------------------|
| Increase the overall workforce participation rates of females, specifically, Hispanic or Latino and White females to meet or exceed the expected civilian labor force rate. | | 08/30/2024 | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|---|--------------------|--|
| SADI/CG-1D Deputy Assistant Commandant for Human Resources | Dr. D. M. Navarro | No |
| CG-12 Director of Civilian Human Resources, Diversity, and Leadership | Ms. B. A. Sanchez | Yes |
| CG-127 Chief, Diversity, Equity, and Inclusion Officer | Ms. H. E. Balamani | Yes |
| Civil Rights Directorate Chief, Equity, Policy, and Compliance Division | Vacant | Yes |

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Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|---|-------------------------------|---------------------------------|
| 03/01/2022 | Implement CG Exit Survey for civilian workforce. | | 09/01/2022 |
| 03/01/2022 | Review and analyze FEVS results. | | 03/01/2022 |
| 09/30/2022 | Conduct trend analysis of recruitment, hiring, and separations data. | | 05/01/2022 |
| 12/30/2022 | Develop and implement remote work policy. | | 10/27/2022 |
| 12/30/2023 | Review and analyze participation rates for women with emphasis on White and Hispanic or Latino women. | | |
| 12/30/2023 | Establish CG Engagement Steering Committee to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment, and retention. | | |
| 12/30/2023 | Develop 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning. | | |
| 08/30/2024 | Analyze CG Exit Survey demographic data and responses for targeted populations. Provide analysis to CG-127 and SADI. | | |
| 09/30/2023 | Market FEVS to increase participation to the planned activities. | | |
| | | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|--|
| 2022 | <ul style="list-style-type: none"> • The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • Implemented an internal Exit Survey, which will provide real-time results to commands. Currently, there is not enough information to address this issue for the targeted population. |

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|-------------|--|
| | <ul style="list-style-type: none">• Attended seven recruitment and outreach events for Hispanics and Latinos.• Attended six recruitment and outreach events for Women.• Conducted an analysis of FEVS, but there wasn't sufficient information to pull any meaningful insights.• Conducted trend analysis of recruitment, hiring, and separations data. |
| 2023 | <ul style="list-style-type: none">• The Coast Guard issued Remote Work Policy October 27, 2022. In addition, an ANCHR (Advisory Notice from Civilian Human Resources) was issued on November 2, 2022, to all civilian employees announcing the Remote Work Program requirements and eligibility. |

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part I.2 Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

| Source of the Trigger | Specific Workforce Data Table | Narrative Description of Trigger |
|---|--|---|
| FY18 – 22 MD-715 Workforce Data Tables | Table A4-1: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent) | There was no participation at the SES level for five consecutive fiscal years (FY18-22) for Hispanic or Latino males, Asian males, Native Hawaiian or Pacific Islander males and females, American Indian or Alaska Native females, and males and females of Two or More races. For the same period, participation for Black or African males and females at the SES level fell below the expected rate greater than 1% when compared with the respective groups' participation in the permanent workforce. |

EEO Group(s) Affected by Trigger

| EEO Group | |
|---|---|
| All Men | |
| All Women | |
| Hispanic or Latino Males | X |
| Hispanic or Latino Females | |
| White Males | |
| White Females | |
| Black or African American Males | X |
| Black or African American Females | X |
| Asian Males | X |
| Asian Females | |
| Native Hawaiian or Other Pacific Islander Males | X |
| Native Hawaiian or Other Pacific Islander Females | X |

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| EEO Group | |
|--|---|
| American Indian or Alaska Native Males | |
| American Indian or Alaska Native Females | X |
| Two or More Races Males | X |
| Two or More Races Females | X |

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---|
| Workforce Data Tables | Yes | FY18 – 22 MD-715 Data Table A4-1: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent). |
| Complaint Data (Trends) | | |
| Grievance Data (Trends) | | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | | |
| Climate Assessment Survey (e.g., FEVS) | | |
| Exit Interview Data | | |
| Focus Groups | | |
| Interviews | | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| No | No |

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Statement of Identified Barrier(s)

| Description of Policy, Procedure, or Practice |
|---|
| |
| |
| |

Objective(s) and Dates for EEO Plan

| Objective | Date Initiated (mm/dd/yyyy) | Target Date (mm/dd/yyyy) | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|---|--------------------------------|-----------------------------|---|-------------------------------|--------------------------------|
| Increase the participation of minorities at the SES level to meet or exceed the respective group rate in the permanent workforce. | | 08/30/2024 | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|---|-------------------|--|
| CG-1D Deputy Assistant Commandant for Human Resources | Dr. D. M. Navarro | No |
| Civil Rights Directorate Chief, Equity, Policy, and Compliance Division | Vacant | Yes |

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|--|-------------------------------|---------------------------------|
| 03/01/2022 | Create and implement an outreach plan with each SES recruitment. | | 02/04/2022 |
| 08/30/2024 | Collect, review, and analyze relative data to identify recurring themes. | | |
| 08/30/2024 | Conduct trend analysis of training, career development, and promotions data. | | |

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| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|--|-------------------------------|---------------------------------|
| 08/30/2024 | Review and analyze training, career development, and promotion policies and procedures, and application of such (including approval and selections). | | |
| 08/30/2024 | Develop questionnaire to conduct interviews and/or focus groups. | | |
| 08/30/2024 | Conduct interviews and/or focus groups to capture relative qualitative information. | | |
| 08/30/2024 | Analyze qualitative information. | | |
| 08/30/2024 | Prepare report of analysis results. | | |
| 08/30/2024 | Develop and implement action items to reverse triggers. | | |
| 08/30/2024 | Monitor implementation of activities and evaluate results. | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|--|
| 2022 | <ul style="list-style-type: none"> • The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The Deputy Assistant Commandant for Human Resources sent an email to all Flag Officers and SESs to encourage recruiting and applications for a diverse candidate pool. |

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MD-715 – Part I.3 Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

| Source of the Trigger | Specific Workforce Data Table | Narrative Description of Trigger |
|------------------------------|---|--|
| MD-715 Workforce Data Tables | FY19 – 22 MD-715 Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A8: New Hires by Type of Appointment by Race/Ethnicity and Sex. | New hires for females overall, and specifically, Hispanic or Latino and White females fell below their availability in the civilian labor force greater than 1% for five consecutive fiscal years (FY18 – 22). |

EEO Group(s) Affected by Trigger

| EEO Group | |
|-----------------------------------|---|
| All Men | |
| All Women | |
| Hispanic or Latino Males | |
| Hispanic or Latino Females | X |
| White Males | |
| White Females | X |
| Black or African American Males | |
| Black or African American Females | |
| Asian Males | |
| Asian Females | |

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| | |
|---|--|
| EEO Group | |
| Native Hawaiian or Other Pacific Islander Males | |
| Native Hawaiian or Other Pacific Islander Females | |
| American Indian or Alaska Native Males | |
| American Indian or Alaska Native Females | |
| Two or More Races Males | |
| Two or More Races Females | |

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---|
| Workforce Data Tables | Yes | FY19 – 22 MD-715 Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A8: New Hires by Type of Appointment by Race/Ethnicity and Sex. |
| Complaint Data (Trends) | | |
| Grievance Data (Trends) | | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | | |
| Climate Assessment Survey (e.g., FEVS) | | |
| Exit Interview Data | | |
| Focus Groups | | |
| Interviews | | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | | |
| Other (Please Describe) | | |

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Status of Barrier Analysis Process

| | |
|---|--|
| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
| No | No |

Statement of Identified Barrier(s)

| |
|---|
| Description of Policy, Procedure, or Practice |
| |
| |
| |

Objective(s) and Dates for EEO Plan

| Objective | Date Initiated (mm/dd/yyyy) | Target Date (mm/dd/yyyy) | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|---|--------------------------------|-----------------------------|---|-------------------------------|--------------------------------|
| Increase the new hires rate for females overall, and specifically, Hispanic or Latino and White females to meet or exceed their availability in the civilian labor force. | | 08/30/2024 | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|---|-------------------|--|
| CG-1D Deputy Assistant Commandant for Human Resources | Dr. D. M. Navarro | No |
| Civil Rights Directorate Chief, Equity, Policy, and Compliance Division | Vacant | Yes |

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Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|--|-------------------------------|---------------------------------|
| 09/28/2022 | Collect, review, and analyze relative data to identify recurring themes. | 08/30/2024 | |
| 11/04/2022 | Review and evaluate recruitment plans, initiatives, and sources. | | 09/30/2022 |
| 11/30/2022 | Conduct trend analysis of recruitment and hiring data (including applicant flow data). | | 10/30/2022 |
| 12/20/2022 | Review and analyze job vacancies. | 04/30/2023 | |
| 12/30/2022 | Develop and implement Remote Work policy. | | 10/27/2022 |
| 02/14/2023 | Prepare report of analysis results. | 05/01/2023 | |
| 03/10/2023 | Develop and implement action items to reverse triggers. | 08/30/2024 | |
| 12/30/2023 | Establish CG Engagement Steering Committee to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention. | | |
| 12/30/2023 | Develop 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning. | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|--|
| 2022 | <ul style="list-style-type: none"> • The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • Office of Civilian Human Resources, Diversity and Leadership Directorate (CG-12) completed trend analysis for recruitment and hiring data and provided to leadership. • The Coast Guard issued its Remote Work Policy October 27, 2022. In addition, an ANCHR (Advisory Notice from Civilian Human Resources) was issued on November 2, 2022, to all civilian |

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| | |
|--|--|
| | employees announcing the Remote Work Program requirements and eligibility. |
|--|--|

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MD-715 – Part I.4 Agency EEO Plan to Eliminate Identified Barrier

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

| Source of the Trigger | Specific Workforce Data Table | Narrative Description of Trigger |
|------------------------------|---|--|
| MD-715 Workforce Data Tables | FY19 – 22 MD-715 Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A14: Separations by Type of Separation by Race/Ethnicity and Sex. | Female separations, in general, and specifically, White, Hispanic or Latino, and Black or African Americans females separated at rates higher than their participation in the permanent workforce. |

EEO Group(s) Affected by Trigger

| EEO Group | |
|---|---|
| All Men | |
| All Women | |
| Hispanic or Latino Males | |
| Hispanic or Latino Females | X |
| White Males | |
| White Females | X |
| Black or African American Males | |
| Black or African American Females | X |
| Asian Males | |
| Asian Females | |
| Native Hawaiian or Other Pacific Islander Males | |
| Native Hawaiian or Other Pacific Islander Females | |

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| EEO Group | |
|--|--|
| American Indian or Alaska Native Males | |
| American Indian or Alaska Native Females | |
| Two or More Races Males | |
| Two or More Races Females | |

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|---|
| Workforce Data Tables | Yes | FY19 – 22 MD-715 Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A14: Separations by Type of Separation by Race/Ethnicity and Sex. |
| Complaint Data (Trends) | | |
| Grievance Data (Trends) | | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | | |
| Climate Assessment Survey (e.g., FEVS) | | |
| Exit Interview Data | | |
| Focus Groups | | |
| Interviews | | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| No | No |

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Statement of Identified Barrier(s)

| Description of Policy, Procedure, or Practice |
|---|
| |
| |
| |

Objective(s) and Dates for EEO Plan

| Objective | Date Initiated (mm/dd/yyyy) | Target Date (mm/dd/yyyy) | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|--|--------------------------------|-----------------------------|---|-------------------------------|--------------------------------|
| Decrease the separation rate for White, Hispanic or Latino, and Black or African Americans females to below the respective groups' participation in the permanent workforce. | | 08/30/2024 | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|--|------------|--|
| CG-124, Chief, Office of Workforce Relations | Ryan Smith | Yes |
| Civil Rights Directorate Chief, Equity, Policy, and Complaints Division | Vacant | Yes |

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|--|-------------------------------|---------------------------------|
| 04/06/2022 | Collect, review, and analyze relative data to identify recurring themes. | | 04/06/2022 |
| 05/13/2022 | Review and analyze exit survey data. | | 05/13/2022 |
| 12/30/2022 | Develop and implement Remote Work Policy. | | 10/27/2022 |

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| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|--|-------------------------------|---------------------------------|
| 01/30/2023 | Issue Remote Work Program guidance and program requirements to civilian workforce. | | 11/02/2022 |
| 12/30/2023 | Establish CG Engagement Steering Committee to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention. | | |
| 12/30/2023 | Develop 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning. | | |
| | | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|-------------|---|
| 2022 | <ul style="list-style-type: none"> • The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The CG implemented its internal Exit Survey which provides real-time separations information/data that will be used to help leaders make more informed decisions on retaining talent. • The Coast Guard issued Remote Work Policy October 27, 2022. In addition, an ANCHR (Advisory Notice from Civilian Human Resources) was issued on November 2, 2022, to all civilian employees announcing the Remote Work Program requirements and eligibility. |

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715 – Part I.5 Agency EEO Plan to Eliminate Identified Barrier

If the agency did not conduct barrier analysis during the reporting period, please check the box.

Statement of Condition That Was a Trigger for a Potential Barrier:

| Source of the Trigger | Specific Workforce Data Table | Narrative Description of Trigger |
|------------------------------|--|--|
| MD-715 Workforce Data Tables | FY19 – 22 MD-715 Table A9: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A13: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex. | Quality step increases (QSI) for Hispanic or Latino males and females, African American males, and Native Hawaiian or Other Pacific Islander males and females average award for QSI's was below the average benefit given to all employees. (Note: FY22 showed a trigger for all female groups) |

EEO Group(s) Affected by Trigger

| EEO Group | |
|---|---|
| All Men | |
| All Women | |
| Hispanic or Latino Males | X |
| Hispanic or Latino Females | X |
| White Males | |
| White Females | |
| Black or African American Males | X |
| Black or African American Females | |
| Asian Males | |
| Asian Females | |
| Native Hawaiian or Other Pacific Islander Males | X |
| Native Hawaiian or Other Pacific Islander Females | X |

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| EEO Group | |
|--|--|
| American Indian or Alaska Native Males | |
| American Indian or Alaska Native Females | |
| Two or More Races Males | |
| Two or More Races Females | |

Barrier Analysis Process

| Sources of Data | Source Reviewed? (Yes or No) | Identify Information Collected |
|---|---|--|
| Workforce Data Tables | Yes | FY19 – 22 MD-715 Table A9: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex and FY18 MD-715 Table A13: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex. |
| Complaint Data (Trends) | | |
| Grievance Data (Trends) | | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | | |
| Climate Assessment Survey (e.g., FEVS) | | |
| Exit Interview Data | | |
| Focus Groups | | |
| Interviews | | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | | |
| Other (Please Describe) | | |

Status of Barrier Analysis Process

| Barrier Analysis Process Completed? (Yes or No) | Barrier(s) Identified? (Yes or No) |
|--|---|
| No | No |

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Statement of Identified Barrier(s)

| Description of Policy, Procedure, or Practice |
|---|
| |
| |
| |

Objective(s) and Dates for EEO Plan

| Objective | Date Initiated (mm/dd/yyyy) | Target Date (mm/dd/yyyy) | Sufficient Funding & Staffing? (Yes or No) | Modified Date (mm/dd/yyyy) | Date Completed (mm/dd/yyyy) |
|---|--------------------------------|-----------------------------|---|-------------------------------|--------------------------------|
| Increase quality step increases (QSI) average award benefit for Hispanic or Latino males and females, African American males, and Native Hawaiian or Other Pacific Islander males and females to meet or exceed the QSI average benefit given to all employees. | | | | | |

Responsible Official(s)

| Title | Name | Performance Standards Address the Plan? (Yes or No) |
|--|------------|--|
| Chief, Office of Workforce Relations | Ryan Smith | Yes |
| Civil Rights Directorate Chief, Equity, Policy, and Complaints Division | Vacant | Yes |

Planned Activities Toward Completion of Objective

| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|--|-------------------------------|---------------------------------|
| 05/30/2022 | Conduct trend analysis of QSI distribution data. | | 05/30/2022 |

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| Target Date (mm/dd/yyyy) | Planned Activities | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-------------------------------------|--|---------------------------------------|---|
| 10/15/2022 | Review policy and procedures, and application of such. | | 10/15/2022 |
| 09/30/2024 | Update policy to include language for equitable distribution of QSI's. | | |
| | | | |

Report of Accomplishments

| Fiscal Year | Accomplishments |
|--------------------|---|
| 2022 | <ul style="list-style-type: none"> • The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The Office of Workforce Relations began the process of updating CG's Civilian Awards manual and plan to include language on ensuring fair distribution of awards and QSI's. • Conducted trend analysis of QSI distribution data. |

MD-715 – Part J

Special Program 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 plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 C.F.R. § 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and 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) | Yes | No X |
| b. Cluster GS-11 to SES (PWD) | Yes | No X |

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) | Yes | No X |
| b. Cluster GS-11 to SES (PWTD) | Yes | No X |

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

Hiring goals are communicated from DHS to the Coast Guard's Recruitment Team. The hiring goals are provided to Coast Guard's Strategic Workforce Planning and Human Resources Analysis Office for monitoring and monthly tracking towards the hiring goals.

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Section II: Model Disability Program

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

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

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

Yes No

The agency hired an attorney in August 2021 who manages its Disability Program. This individual serves as CG’s Disability Program Manager and works with other collateral-duty personnel in this role in implementing the disability program.

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

| Disability Program Task | # of FTE Staff by Employment Status | | | Responsible Official (Name, Title, Office, Email) |
|--|-------------------------------------|-----------|-----------------|---|
| | Full Time | Part Time | Collateral Duty | |
| Processing applications from PWD and PWTD | 0 | 0 | 1 | Joint collateral responsibilities depending on the method the applications are received. |
| | 0 | 0 | 1 | Victoria Council HR Manager (NAF) CG Community Services Command Victoria.Council@cgexchange.org |
| Answering questions from the public about hiring authorities that take disability into account | 0 | 0 | 1 | Linda Aase, HR Specialist, Office of Civilian Workforce Management, Linda.R.Aase@uscg.mil |
| | 0 | 0 | 1 | Victoria Council HR Manager (NAF) |

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| | | | | |
|--|---|---|---|--|
| | | | | CG Community Services Command Victoria.Council@cgexchange.org |
| Processing reasonable accommodation requests from applicants and employees | 1 | 0 | 0 | Caroline Mapp, Persons with Disabilities Program Manager, Civil Rights Directorate CivilRightsRA@uscg.mil |
| | 0 | 0 | 1 | Kristi Mowry HR Manager (NAF) CG Community Services Command Kristi.Mowry@cgexchange.org |
| Section 508 Compliance | 1 | 1 | 0 | Dr. Eleanor Thompson, Branch Chief, Section 508 Program Management, Section.508@uscg.mil |
| Architectural Barriers Act Compliance | 1 | 0 | 0 | LCDR Nicholas Herndon Facilities Engineer Nicholas.D.Herndon@uscg.mil |
| Special Emphasis Program for PWD and PWTD | 1 | 0 | 0 | Caroline Mapp, Persons with Disabilities Program Manager, Civil Rights Directorate CivilRightsRA@uscg.mil |

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.

Yes No

The Disability Program Manager completed the *Disability Program Manager Course* at DEOMI during this reporting period.

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.

Yes No

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The CG provided sufficient funding and other resources that aided in successfully implementing its disability program. The CG partnered with and used the Department of Transportation, Computer Accommodations Program, and the Disability Resource Center to provide reasonable accommodations and personal assistance services.

Section III: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICANTS WITH DISABILITIES

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

The Selective Placement Program Coordinator in the Office of Civilian Human Resources Workforce Management is the POC for Schedule A applicants. The coordinator works closely with the Office of Civilian Human Resources Operations and shares applicants' resumes who have applied to the JOA on USAJOBS as an opportunity to apply Schedule A to eligible applicants.

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

Individuals requesting consideration as Schedule A persons with disabilities applicants are encouraged to apply for all USCG job openings that are posted. The vacancy announcements clearly communicate to all applicants how to apply using the Schedule A authority or any other non-competitive authority such as 30% or more disabled veteran. Coast Guard hiring managers are encouraged to use the 30% or more disabled veterans and the Schedule A hiring authorities. Hiring managers may contact the CG Selective Placement Program Manager or the Veterans Program Manager to discuss hiring authorities and to develop recruitment strategies to hire persons with disabilities using the Schedule A and 30% or more disabled veterans hiring authority.

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.

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Applicants who self-disclose their disability, provide the appropriate documentation, and are determined qualified for the position are referred to the selecting official with other non-competitive eligibles.

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.

Yes X No N/A

The Learning Management System (LMS) provides annual training to hiring managers/supervisors on the use of hiring authorities that include Schedule A hiring.

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

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

The Office of Civilian Human Resources Workforce Management has taken a proactive approach to recruitment. The CG reached out to all Vocational Rehabilitation agencies in the DC Metro area and held informational sessions on how to navigate USAJOBS, mock interviewing, and how to write a Federal resume. CG held a national webinar for all vocational rehabilitation agencies to provide tips in how to navigate USAJOBS, how to successfully apply for JOA’s and how to write Federal resumes. More than 20 agencies participated in the webinar, and it was recorded for those who could not attend. FY22 included four (4) informational PWD sessions and five (5) recruitment events for PWD.

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) | Yes | No X |
| b. New Hires for Permanent Workforce (PWTD) | Yes | No X |

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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.

- | | | |
|-----------------------------|-----|------|
| a. New Hires for MCO (PWD) | Yes | No X |
| b. New Hires for MCO (PWTD) | Yes | No X |

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.

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

Relevant applicant pool data was not available for comparison to qualified internal applicants.

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.

- | | | |
|------------------------------|-------|------|
| a. Promotions for MCO (PWD) | Yes | No X |
| b. Promotions for MCO (PWTD) | Yes X | No |

The qualified applicant pool (QAP) rate for promotion for the Information Technology (IT) MCO for PWTD was 4.00% compared with their selection rate of 0%. PWTD promotions for the IT MCO was lower than their participation rate among the QAP.

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Section IV: 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.

The CG Civilian Career Management Team (CCMT) advertises professional and leadership development opportunities, detail opportunities, and provides career mapping information. CG employees are able to view and apply to detail opportunities online through the CCMT website.

B. CAREER DEVELOPMENT OPPORTUNITIES

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

The CG provides a variety of career and leadership development opportunities for its employees. These include an open enrollment for the mentoring program, leadership training programs and other career training programs. The CG tracks selectees and available program seats but does not track individual applicants for programs except for the mentoring program, where enrollment is open to every person who applies on an open basis. All information in the mentoring program is self-submitted and unverified. There are no applicants or selectees as used in the below table. The mentoring program is creating a disability focused online community to connect and empower both members with PWD and PWTD, as well as their peers and supervisors.

In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/approval to participate.
[Collection begins with the FY 2018 MD-715 report, which is due on February 28, 2019.]

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| Career Development Opportunities | Total Participants | | PWD | | PWTD | |
|-----------------------------------|--------------------|---------------|----------------|---------------|----------------|---------------|
| | Applicants (#) | Selectees (#) | Applicants (%) | Selectees (%) | Applicants (%) | Selectees (%) |
| Internship Programs | N/A | N/A | N/A | N/A | N/A | N/A |
| Fellowship Programs | N/A | N/A | N/A | N/A | N/A | N/A |
| Mentoring Programs | | | | | | |
| Coaching Programs | N/A | N/A | N/A | N/A | N/A | N/A |
| Training Programs | | | | | | |
| Detail Programs | | | | | | |
| Other Career Development Programs | N/A | N/A | N/A | N/A | N/A | N/A |

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.

| | | | |
|---------------------|-----|----|-------|
| a. Applicants (PWD) | Yes | No | N/A X |
| b. Selections (PWD) | Yes | No | N/A X |

The CG does not offer a career development program that would qualify participants for a promotion to a senior grade level upon completion.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs identified? (The appropriate benchmarks are the relevant applicant pool for applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

| | | | |
|----------------------|-----|----|-------|
| a. Applicants (PWTD) | Yes | No | N/A X |
| b. Selections (PWTD) | Yes | No | N/A X |

The CG does not offer a career development program that would qualify participants for a promotion to a senior grade level upon completion.

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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. Note: Time-off (five levels)/Cash (seven levels)

- a. Awards, Bonuses, & Incentives (PWD) Yes X No
- b. Awards, Bonuses, & Incentives (PWTD) Yes X No

For time-off awards 1-10 hours, PWD and PWTD inclusion rate was 9.44% and 9.63% respectively. Persons with no disabilities rate was 10.46%. Therefore, a trigger exists for PWD and PWTD. Also, time-off awards for 11-20 hours for PWD rate was 2.10% compared with persons with no disabilities rate of 2.45%. A trigger exists for PWD for this award category.

Except for the cash award category for \$1,000 - \$1,999 for PWTD, PWD and PWTD inclusion rate for all other cash awards was lower than persons with no disabilities. For cash awards \$501 - \$599 PWD and PWTD inclusion rate was 17.51% and 16.15% respectively compared with person with no disabilities rate of 17.69%; cash awards \$1,000 - \$1,999 inclusion rate for PWD was 6.20% compared with persons with no disability rate of 7.09%; cash awards \$2,000 to \$2,999 inclusion rate for PWD was 11.44% and 11.80% for PWTD compared with persons with no disabilities rate of 13.39%; cash awards \$3,000 - \$3,999 inclusion rate for PWD and PWTD was 22.12% and 20.81% respectively compared with persons with no disability rate of 25.85%; cash awards \$4,000 - \$4,999 inclusion rate for PWD and PWTD was 11.61% and 11.49% respectively compared with persons with no disability rate of 13.55%; and cash award \$5,000 and over inclusion rate for PWD and PWTD was 8.24% and 8.39% respectively compared with persons with no disability rate of 9.71%. A trigger exists for all cash awards categories.

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) Yes X No
- b. Pay Increases (PWTD) Yes No X

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The inclusion rate for PWD quality step increases (QSI) was 2.58% compared with persons with no disabilities rate of 2.97%. PWD inclusion rate for QSIs was lower than persons with no disability. A trigger exists.

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) | Yes | No | N/A X |
| b. Other Types of Recognition (PWTD) | Yes | No | N/A X |

The Coast Guard did not have any other types of employee recognition programs.

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.

- | | | |
|----|--|---|
| a. | SES | |
| | i. Qualified Internal Applicants (PWD) | (Relevant applicant pool data not available) |
| | ii. Internal Selections (PWD) | (Qualified applicant pool data not available) |
| b. | Grade GS-15 | |
| | i. Qualified Internal Applicants (PWD) | (Relevant applicant pool data not available) |
| | ii. Internal Selections (PWD) | Yes No X |

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c. Grade GS-14

- | | |
|--|---|
| i. Qualified Internal Applicants (PWD) | (Relevant applicant pool data not available) |
| ii. Internal Selections (PWD) | Yes No <input checked="" type="checkbox"/> |

d. Grade GS-13

- | | |
|--|---|
| i. Qualified Internal Applicants (PWD) | (Relevant applicant pool data not available) |
| ii. Internal Selections (PWD) | Yes No <input checked="" type="checkbox"/> |

| |
|--|
| <p>a. (i) Relevant applicant data was not available for comparison. (ii) Qualified applicant pool data was not available for comparison.</p> <p>b. (i) Relevant applicant data was not available for comparison.</p> <p>c. (i) Relevant applicant data was not available for comparison.</p> <p>d. (i) Relevant applicant data was not available for comparison.</p> |
|--|

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.

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- a. SES
 - i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)
 - ii. Internal Selections (PWTD) (Qualified applicant pool data not available)

- b. Grade GS-15
 - i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)
 - ii. Internal Selections (PWTD) Yes No X

- c. Grade GS-14
 - i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)
 - ii. Internal Selections (PWTD) Yes X No

- d. Grade GS-13
 - i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)
 - ii. Internal Selections (PWTD) Yes X No

- a. SES - (i) Relevant applicant pool data was not available for comparison.
(ii) Qualified applicant pool data was not available for comparison.
- b. GS-15 - (i) Relevant applicant pool data was not available for comparison.
- c. GS-14 - (i) Relevant applicant pool data was not available for comparison.
(ii) PWTD qualified applicant pool rate was 3.00% compared with their selection rate of 1.47%. A trigger exists.
- d. GS-13 - (i) Relevant applicant pool data was not available for comparison.
(ii) PWTD qualified applicant pool rate was 2.59% compared with their selection rate of 1.15%. A trigger exists.

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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.

- | | |
|-----------------------------|---|
| a. New Hires to SES (PWD) | (Qualified applicant pool data not available) |
| b. New Hires to GS-15(PWD) | Yes No X |
| c. New Hires to GS-14 (PWD) | Yes No X |
| d. New Hires to GS-13(PWD) | Yes No X |

a. SES - Qualified applicant pool data was not available for comparison.

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.

- | | |
|------------------------------|---|
| a. New Hires to SES (PWTD) | (Qualified applicant pool data not available) |
| b. New Hires to GS-15 (PWTD) | Yes X No |
| c. New Hires to GS-14(PWTD) | Yes No X |
| d. New Hires to GS-13 (PWTD) | Yes X No |

a. SES – Qualified applicant pool data was not available for comparison.

b. GS-15 - The new hires qualified applicant pool rate for PWTD was 1.55% compared to their 0% selection rate. A trigger exists.

d. GS-13 - The new hires qualified applicant pool rate for PWTD was 2.20% compared to their 2.08% selection rate. A trigger exists.

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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.

a. Executives

- | | |
|--|---|
| i. Qualified Internal Applicants (PWD) | (Relevant applicant pool data not available) |
| ii. Internal Selections (PWD) | Yes No <input checked="" type="checkbox"/> |

b. Managers

- | | |
|--|---|
| i. Qualified Internal Applicants (PWD) | (Relevant applicant pool data not available) |
| ii. Internal Selections (PWD) | Yes No <input checked="" type="checkbox"/> |

c. Supervisors

- | | |
|--|---|
| i. Qualified Internal Applicants (PWD) | (Relevant applicant pool data not available) |
| ii. Internal Selections (PWD) | Yes No <input checked="" type="checkbox"/> |

| |
|--|
| <p>a. Executives - (i) Relevant applicant pool data was not available for comparison. b. Managers - (i) Relevant applicant pool data was not available for comparison. c. Supervisors - (i) Relevant applicant pool data was not available for comparison.</p> |
|--|

6. Does your agency have a trigger involving PWTD among the qualified *internal* applicants and/or selectees for promotions to supervisory positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box.

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- a. Executives
 - i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)
 - ii. Internal Selections (PWTD) Yes No X
- b. Managers
 - i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)
 - ii. Internal Selections (PWTD) Yes X No
- c. Supervisors
 - i. Qualified Internal Applicants (PWTD) (Relevant applicant pool data not available)
 - ii. Internal Selections (PWTD) Yes No X

a. Executives - (i) Relevant applicant pool data was not available for comparison.
b. Managers - (i) Relevant applicant pool data was not available for comparison.
(ii) - The qualified applicant pool rate for PWTD was 2.97% compared to their 0.00% selection rate. A trigger exists.
c. Supervisors - (i) Relevant applicant pool data was not available for comparison.

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.

- a. New Hires for Executives (PWD) Yes No X
- b. New Hires for Managers (PWD) Yes No X
- c. New Hires for Supervisors (PWD) Yes No X

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If "yes", describe the trigger(s) in the text box.

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- | | | | |
|-------------------------------------|-----|---|---|
| a. New Hires for Executives (PWTD) | Yes | X | No |
| b. New Hires for Managers (PWTD) | Yes | X | No |
| c. New Hires for Supervisors (PWTD) | Yes | | No X |

a. Executives - The new hires qualified applicant pool rate for PWTD was 1.39% compared to their 0% selection rate. A trigger exists.

b. Managers - The new hires qualified applicant pool rate for PWTD was 2.02% compared to their 1.43 % selection rate. A trigger exists.

Section V: Plan to Improve Retention of Persons with Disabilities

To be a 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 personal 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.

Yes No X N/A

The CG converted 10 (25%) of 40 eligible Schedule A employees after two years of service. This is an increase since the last reporting period and continues to be a focused effort for improvement to convert eligible Schedule A employees from excepted service to career service.

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) | Yes | X | No |
| b. Involuntary Separations (PWD) | Yes | X | No |

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The voluntary and involuntary separation inclusion rate for PWD was 8.75% and 3.03%. The voluntary and involuntary separation rate for employees without disabilities was 6.31% and 2.39% respectively. PWD voluntarily and involuntarily separated at rates higher than persons without disabilities. Triggers exist for PWD among voluntary and involuntary separations.

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) | Yes X | No |
| b. Involuntary Separations (PWTD) | Yes | No X |

The voluntary and involuntary separation inclusion rate for PWTD was 10.25% and 1.55%. The voluntary and involuntary separation rate for employees without disabilities was 6.31% and 2.39% respectively. PWTD voluntarily separated at a rate higher than persons without disabilities. A trigger exists for PWTD among voluntary separations.

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.

Office of Workforce Relations is gathering preliminary information in Exit Surveys through root cause analysis to examine trends.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 C.F.R. § 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.

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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.

The internet address is as follows: <https://www.uscg.mil/access/access/>

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

The internet address is as follows: <https://www.uscg.mil/access/access/>

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.

In FY23, the CG plans to review the reasonable accommodation policy and forms to incorporate recent changes outlined in the Pregnant Workers Fairness Act (PWFA) and the Providing Urgent Maternal Protections (PUMP) For Nursing Mothers Act. The CG continues to explore a reasonable accommodations database with robust features that offer interactive secure communications with privacy protection for information or documents.

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 timeframe 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.)

The average timeframe for processing initial requests for reasonable accommodations for all USCG regions was approximately 10 days (9.93).

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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.

Enforcing the practice of reducing the amount of time each region processes reasonable accommodation requests has resulted in a faster processing time from 30 days or more to under 15 days. This practice includes ensuring that each region reports monthly to HQ on the number or reasonable accommodation requests received, time frames from the receipt of the request to temporary accommodation (if provided) to denial or approval of the request, and any other tolling of the time (search for reassignment, medical documentation pending receipt). Additionally, the Disability Program Manager monitors processing times quarterly and notifies CG regions if their processing of reasonable accommodation requests are too slow or if they are right on track, while also reaching out to each regional director to provide any additional assistance or training if they are exceeding the 15-day processing time.

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

Pursuant to 29 C.F.R. § 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.

1. 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.

Training has been conducted twice for managers, supervisors and staff at DEOMI by the Disability Program Manager on PAS to help them understand the requirements and how to provide assistance to their employees who are in need of such assistance.

Section VI: 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 government-wide average?

Yes No N/A

USCG FY22:

Federal FY22:

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?

Yes No N/A

Settlements during the formal stage.

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

There were no findings of discrimination in FY22 alleging Harassment based on disability status.

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?

Yes No N/A

USCG FY22:

Federal FY22:

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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?

Yes No X N/A

Settlement during the informal stage and settlements during the formal stage.

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

There were no findings of discrimination for failure to accommodate during FY22.

Section VII: 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?

Yes X No

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

Yes X No 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.

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| | | |
|---|--|--|
| Trigger 1 | The previous time-off awards inclusion rate for PWD and PWTD for 1 – 30 hours was 20.96% and 19.00% respectively. The rate for employees with no disability was 34.42%. PWD and PWTD time-off awards for 1 – 30 hours inclusion rate was lower than the rate of employees with no disability. Also, the cash awards inclusion rate for PWD and PWTD for \$1000 - \$5000 and more was 70.47% and 68.85% respectively. The rate for employees with no disability was 81.45%. PWD cash awards for \$1000 - \$5000 and more inclusion rate was lower than the rate of employees with no disability. PWTD cash awards for \$1000 - \$2999 and \$4000 - \$5000+ inclusion rate was lower than the rate of employees with no disability. The CG's FY22 data showed triggers continue to exist across multiple awards categories. (See Part J; Section IV – C (2)) | |
| Barrier(s) | TBD | |
| Objective(s) | Increase the inclusion rate of time-off and cash awards for persons with disabilities and persons with targeted disabilities to meet or exceed the rate of persons without disabilities. | |
| Responsible Official(s) | | Performance Standards Address the Plan? (Yes or No) |
| Ryan Smith, Chief, Office of Workforce Relations | | No |
| Chief, Equity, Policy, and Complaints Division | | Yes |
| Barrier Analysis Process Completed? (Yes or No) | | Barrier(s) Identified? (Yes or No) |
| No | | No |
| Sources of Data | Sources Reviewed? (Yes or No) | Identify Information Collected |
| Workforce Data Tables | Yes | FY20-22 MD-715 Table B9-1: Employee Recognition and Awards - Distribution by Disability. |
| Complaint Data (Trends) | | |
| Grievance Data (Trends) | | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | | |
| Climate Assessment Survey (e.g., FEVS) | | |
| Exit Interview Data | | |
| Focus Groups | | |
| Interviews | | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | | |
| Other (Please Describe) | | |

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| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Staffing & Funding (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|---|--|-------------------------------|---------------------------------|
| 04/01/2022 | Review awards policy and procedures, and application of such. | Yes | | 04/01/2022 |
| 08/30/2024 | Prepare report of analysis results. | No | | |
| 08/30/2024 | Collect, review, and analyze relative data to identify recurring themes and trends. | No | | |
| 08/30/2024 | Develop and implement action items to communicate equity in awards and identified issues. | No | | |
| | | | | |
| | | | | |
| Fiscal Year | Accomplishments | | | |
| 2022 | <ul style="list-style-type: none"> • The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The Office of Workforce Relations began the process of updating CG's awards instruction and will include language to help address this issue. | | | |
| | | | | |

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

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

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.

Look at ways to better train managers on equal distribution of awards.

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| | | |
|--|---|--|
| Trigger 2 | <p>Previous PWTB participation rate among internal applicants for promotions to SES positions was 3.57%. The qualified internal applicants' rate for PWTB was 0.00 % compared to the internal selection rate of 0.00%. Although PWTB were among internal applicants for promotions to SES positions, they were not among qualified internal applicants and internal selectees. The new hires qualified applicant pool rate for PWTB was 8.93% for promotions to SES positions, compared to their selection rate of 0.00%. PWTB were not among new hires selectees for promotions to SES positions, although they were among qualified applicants. The new hires qualified applicant pool rate for PWTB was 3.77% for promotions to SES positions, compared to their selection rate of 0.00%. PWTB were not among new hires selectees for promotions to SES positions, although they were among qualified applicants. The qualified internal applicants' rate for PWTB was 2.12 % compared to their internal selection rate of 0.00%. PWTB were not among internal selections for promotions to executive positions, although they were among qualified applicants. The new hires qualified applicant pool rate for PWTB was 3.27% for promotions to executive positions, compared to their selection rate of 0.00%. PWTB were not among internal selections for promotions to executive positions, although they were among qualified applicants. Data for FY22 showed triggers continue to exist. Data for FY23 showed triggers continue to exist. (See Part J – Section IV (D))</p> | |
| Barrier(s) | TBD | |
| Objective(s) | Increase the internal selections and new hires rate of persons with disabilities and persons with targeted disabilities for promotions to management and senior level positions to meet or exceed the respective groups' participation qualified applicants rate. | |
| Responsible Official(s) | | Performance Standards Address the Plan? (Yes or No) |
| Dr. D.M. Navarro, Deputy Assistant Commandant for Human Resources, CG-1D | | No |
| Civil Rights Directorate Chief, Equity, Policy, and Complaints Division | | Yes |
| Barrier Analysis Process Completed? (Yes or No) | | Barrier(s) Identified? (Yes or No) |
| No | | No |
| Sources of Data | Sources Reviewed? (Yes or No) | Identify Information Collected |
| Workforce Data Tables | Yes | FY20-22 MD-715 Table B7-1: Senior Grade Levels - Distribution by Disability; Table B8-1: Management Positions - Distribution by Disability |
| Complaint Data (Trends) | | |
| Grievance Data (Trends) | | |

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| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | | | | |
|---|--|--|-------------------------------|---------------------------------|
| Climate Assessment Survey (e.g., FEVS) | | | | |
| Exit Interview Data | | | | |
| Focus Groups | | | | |
| Interviews | | | | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | | | | |
| Other (Please Describe) | | | | |
| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Staffing & Funding (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
| 04/30/2022 | CG-1D will send an email to all selecting officials to consider PWD, PWTD applicants when SES vacancies occur to enhance promotion. | Yes | 06/10/2022 | 10/31/2022 |
| 09/30/2022 | Conduct outreach to Disability organizations to post JOAs to increase the number of qualified applicants. | Yes | 09/30/2023 | |
| | | | | |
| Fiscal Year | Accomplishments | | | |
| 2022 | <ul style="list-style-type: none"> The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. CG-1D sent an email to all Flag Officers and SESs to encourage recruiting and applications for a diverse candidate pool. | | | |

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

Delayed due to transition of personnel leading program.

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

Raise awareness for the executives to consider diverse candidates, including PWDs/PWTDs.

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

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Continue emphasis during SES training (for example, New Flag and SES Orientation and other events for senior leaders). Have SES added to the Recruitment and Retention Dashboard to monitor the number of SES PWDs/PWTDs, to help raise awareness.

| | | |
|---|--|--|
| Trigger 3 | The previous voluntary and involuntary separation inclusion rate for PWD was 5.42% and 2.65%. The voluntary and involuntary separation rate for employees without disabilities was 5.01% and 2.20% respectively. PWD voluntarily and involuntarily separated at rates higher than persons without disabilities. Triggers exist for PWD among voluntary and involuntary separations. The voluntary and involuntary separation inclusion rate for PWTD was 5.92% and 1.25%. The voluntary and involuntary separation rate for employees without disabilities was 5.01% and 2.20% respectively. PWTD voluntarily separated at a rate higher than persons without disabilities. A trigger exists for PWTD among voluntary separations. The CG's FY22 data showed triggers continue to exist. (See Part J – Section V; A (2-3)) | |
| Barrier(s) | TBD | |
| Objective(s) | Decrease the voluntary and involuntary separation inclusion rate for PWD and voluntary separation inclusion rate for PWTD to below the rate of those without disabilities. | |
| Responsible Official(s) | | Performance Standards Address the Plan? (Yes or No) |
| Ryan Smith, Chief, Office of Workforce Relations | | No |
| Civil Rights Directorate Chief, Equity, Policy, and Complaints Division | | Yes |
| Barrier Analysis Process Completed? (Yes or No) | | Barrier(s) Identified? (Yes or No) |
| Sources of Data | | Sources Reviewed? (Yes or No) |
| Workforce Data Tables | | Yes |
| Complaint Data (Trends) | | |
| Grievance Data (Trends) | | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | | |
| Climate Assessment Survey (e.g., FEVS) | | |
| Exit Interview Data | | |
| Focus Groups | | |
| Interviews | | |

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| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | | | | |
|--|--|--|-------------------------------|---------------------------------|
| Other (Please Describe) | | | | |
| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Staffing & Funding (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
| 09/01/2022 | Implement CG Exit Survey. | | | 09/01/2022 |
| 05/13/2022 | Review and analyze exit survey data. | | 12/30/2023 | |
| 12/30/2022 | Develop and implement Remote Work Policy. | | | 10/27/2022 |
| 01/30/2023 | Issue Remote Work Program guidance and program requirements to civilian workforce. | | | 11/02/2022 |
| 12/30/2023 | Establish CG Engagement Steering Committee to emphasize participation in FEVS, Exit Survey, and other CG Surveys and role of employee engagement in improving workforce morale, recruitment and retention. | | | |
| 12/30/2023 | Develop 2023 CG Employee Engagement Action plan with goal to increase participation in employee feedback platforms in order to improve targeted action planning. | | | |
| | | | | |
| | | | | |
| Fiscal Year | Accomplishments | | | |
| 2022 | <ul style="list-style-type: none"> The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. The Coast Guard issued Remote Work Policy October 27, 2022. In addition, an ANCHR (Advisory Notice from Civilian Human Resources) was issued on November 2, 2022, to all civilian employees announcing the Remote Work Program requirements and eligibility. Coast Guard implemented the CG Exit Survey to collect improved data on separating civilian employees. Data collection is underway. | | | |

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

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

Initial analysis of the legacy Exit Survey data was inconclusive. We implemented a new CG specific Exit Survey and are in the process of collecting sufficient data for analysis.

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

The CG implemented an internal Exit Survey that provides real time data and will continue working towards increasing the response rate and collecting sufficient data for analysis.

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| Trigger 4 | Prior quality step increase (QSI) inclusion rate for PWTDD was 0.93%. The QSI rate for employees with no disability was 2.95%. PWTDD QSI inclusion rate was lower than the rate of employees with no disabilities. The CG's FY22 data showed a trigger exist for PWD. (See Part J – Section IV; C (2)) | | | |
| Barrier(s) | TBD | | | |
| Objective(s) | Increase the inclusion rate for QSIs for PWTDD to meet or exceed the rate of those without disabilities. | | | |
| Responsible Official(s) | | Performance Standards Address the Plan? (Yes or No) | | |
| Ryan Smith, Chief, Office of Workforce Relations | | No | | |
| Civil Rights Directorate Chief, Equity, Policy, and Complaints Division | | Yes | | |
| Barrier Analysis Process Completed? (Yes or No) | | Barrier(s) Identified? (Yes or No) | | |
| No | | No | | |
| Sources of Data | Sources Reviewed? (Yes or No) | Identify Information Collected | | |
| Workforce Data Tables | Yes | FY20-22 MD-715 Table B9-1: Employee Recognition and Awards - Distribution by Disability. | | |
| Complaint Data (Trends) | | | | |
| Grievance Data (Trends) | | | | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | | | | |
| Climate Assessment Survey (e.g., FEVS) | | | | |
| Exit Interview Data | | | | |
| Focus Groups | | | | |
| Interviews | | | | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | | | | |
| Other (Please Describe) | | | | |
| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Staffing & Funding (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
| 05/31/2022 | Conduct trend analysis of QSI distribution data. | Yes | | 05/31/2022 |
| 05/31/2022 | Review policy and procedures, and application of such. | No | | 05/31/2022 |

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| 09/30/2024 | Update policy to include language for equitable distribution of QSI's. | | | |
| | | | | |
| Fiscal Year | Accomplishments | | | |
| 2022 | <ul style="list-style-type: none"> • The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. • The Office of Workforce Relations began the process of updating CG's awards instruction and will include language to help address this issue. • Conducted trend analysis of QSI distribution data. | | | |
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4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

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

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

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| Trigger 5 | All Schedule A employees are not converted to permanent positions after two years of satisfactory performance. | | | |
| Barrier(s) | TBD | | | |
| Objective(s) | Convert Schedule A employees to permanent positions after two years of satisfactory performance. | | | |
| Responsible Official(s) | | Performance Standards Address the Plan? (Yes or No) | | |
| Diane Beatrez, Chief, Office of Civilian Human Resources Operations | | No | | |
| Civil Rights Directorate Chief, Equity, Policy, and Complaints Division | | Yes | | |
| Barrier Analysis Process Completed? (Yes or No) | | Barrier(s) Identified? (Yes or No) | | |
| No | | No | | |
| Sources of Data | Sources Reviewed? (Yes or No) | Identify Information Collected | | |
| Workforce Data Tables | | | | |
| Complaint Data (Trends) | | | | |
| Grievance Data (Trends) | | | | |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | | | | |
| Climate Assessment Survey (e.g., FEVS) | | | | |
| Exit Interview Data | | | | |
| Focus Groups | | | | |
| Interviews | | | | |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | | | | |
| Other (Please Describe) | Yes | | | |
| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Staffing & Funding (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
| 09/30/2020 | The Selective Placement Program Coordinator (SPPC) will continue sending a list of Schedule A employees eligible for conversion to the Office of | Yes | | 08/28/2020 |

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| | Civilian Human Resources Operations at the end of each quarter. The DEIA liaison in the Office of Civilian Human Resources Operations will reach out to hiring managers and HR specialists and send them list of those Schedule A eligible employees on a quarterly basis. | | | |
| 01/30/2022 | Responsible POC's will monitor quarterly. | Yes | | |
| 10/01/2022 | Send reminders to management team about pending Schedule A conversions. | | | |
| Fiscal Year | Accomplishments | | | |
| 2021 | <ul style="list-style-type: none"> Established a process where a list of eligible Schedule A candidates for conversion is sent to the Office of Civilian Human Resources Operations. | | | |
| 2022 | <ul style="list-style-type: none"> The Civil Rights Directorate submitted a budget request for a contractor, conducted market research, and drafted a statement of work in an effort to procure a vendor to conduct a barrier analysis. The CG converted 10 eligible Schedule A employees to permanent positions. | | | |
| | | | | |
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4. Please explain the factor(s) that prevented the agency from timely completing any of the planned activities.

The CG has a process for converting Schedule A eligible employees and are proactively addressing this with supervisors to increase the number of conversions. Quarterly reminders are sent to appropriate managers and supervisors.

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

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

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| Trigger 6 | The percentage of formal complaints alleging failure to accommodate in FY21 was 20.6%. One complaint was COVID related. Without this complaint, the FY21 rate would be 17%. Regardless, both percentages are higher than the Government-Wide average of 14.33% in FY21. The CG's FY22 rate was 16.98% compared with 14.03% government-wide average. | |
| Barrier(s) | Lack of sufficient training and education among employees and management has resulted in a misunderstanding of how to properly handle reasonable accommodations. This creates conflict, which may result in the filing of formal complaints. | |
| Objective(s) | Educate all employees and management on how to properly address situations that may arise out of reasonable accommodation requests. | |
| Responsible Official(s) | | Performance Standards Address the Plan? (Yes or No) |
| Caroline Mapp, Persons with Disabilities Program Manager | | Yes |
| Barrier Analysis Process Completed? (Yes or No) | | Barrier(s) Identified? (Yes or No) |
| Yes | | Yes |
| Sources of Data | Sources Reviewed? (Yes or No) | Identify Information Collected |
| Workforce Data Tables | No | N/A |
| Complaint Data (Trends) | Yes | Reviewed data from 462 report. |
| Grievance Data (Trends) | No | N/A |
| Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes) | Yes | Reviewed data from 462 report. |
| Climate Assessment Survey (e.g., FEVS) | No | N/A |
| Exit Interview Data | No | N/A |
| Focus Groups | No | N/A |
| Interviews | No | N/A |
| Reports (e.g., Congress, EEOC, MSPB, GAO, OPM) | No | N/A |
| Other (Please Describe) | N/A | N/A |
| | | |

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| Target Date (mm/dd/yyyy) | Planned Activities | Sufficient Staffing & Funding (Yes or No) | Modified Date (mm/dd/yyyy) | Completion Date (mm/dd/yyyy) |
|-----------------------------|---|--|-------------------------------|---------------------------------|
| 03/31/2022 | Review current training material for information gaps or common situations/issues that need clarification. | Yes | | 06/17/2022 |
| 03/31/2022 | Review SOPs, policies, and other guidance materials for improvement purposes. | Yes | | 06/07/2022 |
| 04/30/2022 | Review complaint activity for common factors that may relate to reasonable accommodation complaints. | Yes | | 05/21/2022 |
| 04/30/2022 | Review reasonable accommodation requests to see if there are common issues arising from requests. | Yes | | 05/21/2022 |
| 04/30/2022 | Explore possibility of providing regular training to the workforce regarding reasonable accommodation processing. | Yes | | 05/10/2022 |
| 05/20/2022 | Conduct review of accommodation based complaints to ascertain status. | Yes | | 05/21/2022 |
| 08/01/2022 | Conduct near end-of-year review of accommodation based complaints and continue to address issues as they become apparent. | Yes | | 08/01/2022 |
| 08/30/2022 | Complete a written analysis of reviews conducted thus far and provide outcomes and recommendations. | Yes | | 08/30/2022 |
| 09/30/2023 | Review current policy for timeline assessment and any areas for processing time improvements to complete all requests within timeframes. | Yes | | |
| Fiscal Year | Accomplishments | | | |
| 2022 | <ul style="list-style-type: none"> The processing time for reasonable accommodations has drastically reduced from over 30 days to under 15 days with the average at 10 days. | | | |

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

N/A

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

Employees and managers learned how to properly address and timely process reasonable accommodation requests through training and communicating with the disability program manager and Civil Rights Service Providers before taking any action.

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

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FY 2022 Supplemental Part J - Reasonable Accommodation Report

| | Component | Applicant, Employee, or Contractor | Occupational Series | Grade | Reasonable Accommodation or Personal Assistance Service as an Affirmative Obligation (AO) | Description of Reasonable Accommodation or PAS Requested | Type of Accommodation (to apply for a job; to perform the essential functions of a job; or enjoy the benefits and privileges of employment) or Affirmative Action Obligation | Request Granted (which may include an accommodation different from the one requested) or denied; Yes/No | Deciding Official Name or Office | If denied, basis for denial | Total number of days to process request | Total Cost (\$) |
|--------|-----------|------------------------------------|---------------------|-------|---|--|--|---|----------------------------------|---|---|-----------------|
| sample | HQ | Employee | 260 | 14 | Reasonable Accommodation | ASL Interpreter for meetings | to perform essential functions | Yes | Jane Doe, Supervisor | N/A | 0 | \$ - |
| 1 | Region 1 | Employee | GS-1102-12 | 12 | Reasonable Accommodation | Full Time Telework | to perform essential functions | yes | Hoffman, Stephine | N/A | 42 | \$0.00 |
| 2 | Region 1 | Employee | WL-4607-10 | 10 | Reasonable Accommodation | To temporarily perform work that doesn't require the use of his left hand. | to perform essential functions | yes | Seth Andersen | N/A | 0 | \$0.00 |
| 3 | Region 1 | Employee | WG-2604-11 | 11 | Reasonable Accommodation | Full time telework and a workspace on the first floor due to elevators being out of commission. | to perform essential functions | yes | Mark Burgner | N/A | 4 | \$0.00 |
| 4 | Region 1 | Employee | GS-0201-12 | 12 | Reasonable Accommodation | Full Time Telework | to perform essential functions | Yes | Rivera, Eugenia | N/A | 17 | \$0.00 |
| 5 | Region 1 | Employee | GS-0301-13 | 13 | Reasonable Accommodation | Extend Accommodation of Telework to and install .mil computer at Telework site | to perform essential functions | Yes | Daniel Pinch | N/A | 25 | \$0.00 |
| 6 | Region 1 | Employee | GS-0308-13 | 13 | Reasonable Accommodation | 1. A permanent flexible schedule in which I am mostly working at my telework location 2. Minimize my required in office days to 1 per week on a regular basis and that in office day allows flexibility to leave for the telework location if required 3. Flexibility to increase or decrease in office days as needed 4. Flexibility to work my required work hours during any period of time during the day | to perform essential functions | Yes | CDR Corrina Ott | N/A | 30 | \$0.00 |
| 7 | Region 1 | Employee | GS-0501-13 | 13 | Reasonable Accommodation | Full time telework. | to perform essential functions | Yes | CDR Blomshield | N/A | 27 | \$0.00 |
| 8 | Region 1 | Employee | WG-3703-10 | 10 | Reasonable Accommodation | To complete other duties IAW with PD while limiting use of injured right hand. | to perform essential functions | Yes | Seth Andersen | N/A | 17 | \$0.00 |
| 9 | Region 1 | Employee | GS-0391-14 | 14 | Reasonable Accommodation | Permanently assigned mobility scooter. | to perform essential functions | Yes | Jeffrey Jackson | N/A | 9 | \$0.00 |
| 10 | Region 1 | Employee | GS-0301-09 | 9 | Reasonable Accommodation | Full time telework. | to perform essential functions | No | CAPT Luis J. Rodriguez | Employee has rescinded the request for an accommodation based on update of her medical condition from her doctor. | 0 | \$0.00 |
| 11 | Region 1 | Employee | GS-1515-13 | 13 | Reasonable Accommodation | ALS interpreter (as needed), Government smartphone, video phone w/relay services, phone flasher, mirror, clear face masks, emergency text and alerts | to perform essential functions | Yes | Craig Swirblis | N/A | 36 | \$0.00 |
| 12 | Region 1 | Employee | GS-0343-13 | 13 | Reasonable Accommodation | Lumbar cushion for chair. | to perform essential functions | Yes | CDR Douglas Graul | N/A | 0 | \$0.00 |
| 13 | Region 1 | Employee | GS-0201-12 | 12 | Reasonable Accommodation | Full Time Telework | to perform essential functions | Yes | Rivera, Eugenia | N/A | 10 | \$0.00 |
| 14 | Region 1 | Employee | GS-343-14 | 14 | Reasonable Accommodation | Full time telework. | to perform essential functions | Yes | CDR Roberto Herrera | N/A | 6 | \$83.70 |
| 15 | Region 1 | Employee | GS-303-8 | 8 | Reasonable Accommodation | Full time telework. | to perform essential functions | Yes | CAPT Kate Higgins Bloom | N/A | 5 | \$43.64 |
| 16 | Region 1 | Employee | GS-0905-14 | 14 | Reasonable Accommodation | Full time telework or to report the office 1 day a week. | to perform essential functions | Yes | Michael Cunningham | N/A | 13 | \$0.00 |

| | | | | | | | | | | | | |
|----|----------|----------|--------------------------------|----|--------------------------|--|--------------------------------|-----|---|--|----|----------|
| 17 | Region 1 | Employee | GS-1102-14 | 14 | Reasonable Accommodation | full-time telework for one year | to perform essential functions | Yes | Stephanie Green | N/A | 15 | \$0.00 |
| 18 | Region 1 | Employee | GS-2210-13 | 13 | Reasonable Accommodation | speech to text software, additional time to complete tasks, frequent breaks, blue light filtering, recordings of meetings, limit review of text documents more than 10 pages | to perform essential functions | Yes | Tolu Olabode | N/A | 20 | \$0.00 |
| 19 | Region 1 | Employee | GS-0802-13 | 13 | Reasonable Accommodation | Hybrid Schedule | to perform essential functions | Yes | Dufrene, Lauren | N/A | 6 | \$0.00 |
| 20 | Region 1 | Employee | GS-0203-05 | 5 | Reasonable Accommodation | Full Time Telework | to perform essential functions | Yes | Rivera, Eugenia | N/A | 3 | \$0.00 |
| 21 | Region 1 | Employee | WG-5725-11 | 11 | Reasonable Accommodation | To complete required on line training, update rigging logs, research and order rigging equipment & gear and conduct local classroom training on yellow gear for IPF/IPD. | to perform essential functions | Yes | Seth Andersen | N/A | 8 | \$0.00 |
| 22 | Region 1 | Employee | GS-0802-13 | 13 | Reasonable Accommodation | Hybrid telework | to perform essential functions | Yes | Dufrene, Lauren | N/A | 3 | \$0.00 |
| 23 | Region 1 | Employee | GS-0343-2022 | 14 | Reasonable Accommodation | sit stand desk, ergonomic chair, mat | to perform essential functions | Yes | Neubauer, Jason | N/A | 1 | \$0.00 |
| 24 | Region 1 | Employee | GS-0260-13 | 13 | Reasonable Accommodation | Conduct CRA training virtually, assigned a mobility scooter, allowed to send EEO poster via all employee email | to perform essential functions | No | McFeders, Tabetha | No medical documentation, no requirement to stand to conduct training or push a chair to the different training locations, RA is not needed to distribute EEO poster, no assignment of a personal scooter because the member has access to loaner scooters | 22 | \$0.00 |
| 25 | Region 1 | Employee | GS-0819-13 | 13 | Reasonable Accommodation | Full-time telework, maxi-flex, breaks | to perform essential functions | Yes | Kelley, Catherine | N/A | 9 | \$0.00 |
| 26 | Region 1 | Employee | GS-0028-14 | 14 | Reasonable Accommodation | Dragon software, headset | to perform essential functions | Yes | Haley, Andrew | N/A | 12 | \$0.00 |
| 27 | Region 1 | Employee | GS-1801-12 | 12 | Reasonable Accommodation | 1. 100% remote work while recovering. 2. Laptop for remote work. 3. Talk-to-text software. | to perform essential functions | Yes | CDR Eric Hanson | N/A | 5 | \$0.00 |
| 28 | Region 1 | Employee | GS-2102-05 | 5 | Reasonable Accommodation | LWOP until approval of Disability retirement | to perform essential functions | No | CDR Jeffrey Barnum | Is unable to perform essential job functions due to functional limitations; reassigned | 33 | \$0.00 |
| 29 | Region 1 | Employee | GS-2101-13 | 13 | Reasonable Accommodation | telework 4 days | to perform essential functions | Yes | Kamal Elnahal | N/A | 9 | \$544.94 |
| 30 | Region 1 | Employee | GS-0801-14 | 14 | Reasonable Accommodation | Telework and flexible schedule | to perform essential functions | Yes | Baldwin, Brandi | N/A | 0 | \$300.00 |
| 31 | Region 1 | Employee | GS-0510-14 | 14 | Reasonable Accommodation | Full-time Telework | to perform essential functions | Yes | Miller, Michael | N/A | 11 | \$0.00 |
| 32 | Region 1 | Employee | GS-0802-13 | 13 | Reasonable Accommodation | Hybrid telework | to perform essential functions | Yes | Dufrene, Lauren | N/A | 1 | \$0.00 |
| 33 | Region 1 | Employee | GS-1701-11 | 11 | Reasonable Accommodation | Temporary Telework thru 09/26/2022 | to perform essential functions | Yes | Green, Lee | N/A | 1 | \$0.00 |
| 34 | Region 1 | Employee | GS-1701-11 | 11 | Reasonable Accommodation | Telework until further notice | to perform essential functions | Yes | Green, Lee | N/A | 1 | \$0.00 |
| 35 | Region 1 | Employee | GS-0802-13 | 13 | Reasonable Accommodation | Hybrid telework | to perform essential functions | Yes | Dufrene, Lauren | N/A | 13 | \$0.00 |
| 37 | Region 2 | Employee | GS-0326-05 (Office Automation) | 5 | Reasonable Accommodation | Full-Time Telework | to perform essential functions | Yes | George McLeod Accountant, USCG Finance Center | N/A | 44 | \$0.00 |
| 38 | Region 2 | Employee | GS-0525-09 (Supervisory) | 9 | Reasonable Accommodation | Full-Time Telework | to perform essential functions | No | George McLeod Accountant, USCG Finance Center | Employee refused to provide additional medical documentation to ascertain the Agency's obligation to provide RA. Employee provided information on the reconsideration, appeal and EEO complaint process. | 45 | \$0.00 |

| | | | | | | | | | | | | |
|----|----------|----------|--|----|--------------------------|---|--------------------------------|-----|--|---|----|----------|
| | | | NF-1 | | | Rest periods after 30 minutes of standing; routine and predictable schedule; no lifting over 20 pounds; no lifting above the head; slow paced work; clear and precise instructions. Employee applied for a position with the fire arms and guns counter. | | | Kristi Mowry Human Resource Manager CGX Chesapeake, VA 23320 | Employee did not accept the alternative accommodations being offered. | 0 | \$0.00 |
| 39 | Region 2 | Employee | | 1 | Reasonable Accommodation | | to perform essential functions | No | | | | |
| | Region 2 | Employee | GS-0525 | 7 | Reasonable Accommodation | RA | to perform essential functions | Yes | George McLeod Accountant, USCG Finance Center | N/A | 14 | \$0.00 |
| | Region 2 | Employee | GS-0525 | 7 | Reasonable Accommodation | Full-Time Telework | to perform essential functions | Yes | Tim Adamchick, OPAMRI Team Supervisor, USCG Finance Center | N/A | 0 | \$0.00 |
| | Region 2 | Employee | GS-1750-12 Instructional System s Specialist | 12 | Reasonable Accommodation | Full-Time Telework | to perform essential functions | Yes | CDR Rachel S. Stutt | N/A | 0 | \$0.00 |
| | Region 2 | Employee | GS-0080-12 Personnel Security Specialist | 12 | Reasonable Accommodation | Overhead Light Adjustment to Prevent Migraines | to perform essential functions | Yes | LCDR Kimberly Angel | N/A | 0 | \$0.00 |
| | Region 2 | Employee | GS-0080-12 Personnel Security Specialist | 12 | Reasonable Accommodation | RA | to perform essential functions | Yes | LCDR Kimberly Angel | N/A | 0 | \$280.93 |
| | Region 2 | Employee | NF-2091-01 Cashier Checker | 1 | Reasonable Accommodation | Stool for sitting, no lifting over 20 lbs and no standing longer than 45 minutes. | to perform essential functions | Yes | Kristi Mowry Human Resource Manager CGX Chesapeake, VA 23320 | N/A | 0 | \$0.00 |
| | Region 2 | Employee | GS-0501-12 System Systems Accountant | 12 | Reasonable Accommodation | Full time telework | to perform essential functions | Yes | Christine M. Long, GS- 0340-14 FINCEN | N/A | 0 | \$0.00 |
| | Region 2 | Employee | GS-0501-13 Systems Analyst/Systems Accountant | 13 | Reasonable Accommodation | Employee requested to be allowed to become a Canine Companion Sitter while at work | to perform essential functions | Yes | Christine M. Long, GS- 0340-14 FINCEN | N/A | 15 | \$0.00 |
| | Region 2 | Employee | GS-0343-12 Program Analysts | 12 | Reasonable Accommodation | Requested permission to bring Emotional Support/Service Animals to the work location at Main Street Towers, Norfolk, VA | to perform essential functions | Yes | CAPT Scott D. Benson Force Readiness Command Assessments (FC-A) | N/A | 8 | \$0.00 |
| | Region 2 | Employee | GS-2210-14 IT Cybersecurity Specialist | 14 | Reasonable Accommodation | Full Time Telework | to perform essential functions | Yes | Wayne A. Peoples Jr. | N/A | 0 | \$0.00 |
| | Region 2 | Employee | GS-0510-12 (Systems Accountant) | 12 | Reasonable Accommodation | Full-Time Telework | to perform essential functions | Yes | Mary Kern Financial Accounting Systems Division, FINCEN | N/A | 0 | \$0.00 |
| | Region 2 | Employee | GS-0525-07 Accounting Technician | 7 | Reasonable Accommodation | Full-Time Telework | to perform essential functions | Yes | Valarie M. Surncey Supervisory Accounting Technician, USCG Finance Center | N/A | 3 | \$0.00 |
| | Region 2 | Employee | GS-0501-12 | 12 | Reasonable Accommodation | Full-Time Telework | to perform essential functions | Yes | LCDR Katie Heckman, FDCC Director Planning and Management | N/A | 0 | \$0.00 |
| | Region 2 | Employee | GS-0510 Accounting | 12 | Reasonable Accommodation | Telework to the maximum extent possible and a private quiet place free of distractions while working in the office. | to perform essential functions | Yes | George McLeod Accountant, USCG Finance Center | N/A | 0 | \$298.00 |
| | Region 2 | Employee | GS-1170-12 (Real Property Accountability Specialist) | 12 | Reasonable Accommodation | Full-Time Telework | to perform essential functions | Yes | LCDR Katie Heckman, FDCC Director Planning and Management | N/A | 1 | \$0.00 |
| | Region 2 | Employee | GS-0501-12 | 12 | Reasonable Accommodation | Full-Time Telework | to perform essential functions | Yes | LCDR Katie Heckman, FDCC Director Planning and Management | N/A | 1 | \$0.00 |
| | Region 3 | Employee | GS-0303-07 | 7 | Reasonable Accommodation | No physical activity. | to perform essential functions | Yes | CDR McNally, Brad | N/A | 22 | \$0.00 |

| | | | | | | | | | | | | |
|--|----------|----------|--|-----|--------------------------|--|--------------------------------|-----|-------------------------|---|----|------------|
| | Region 3 | Employee | GS-08 | 8 | Reasonable Accommodation | (1) private berthing at the firehouse. | to perform essential functions | Yes | William StClair | N/A | 1 | \$0.00 |
| | Region 3 | Employee | 04/CDR | O-4 | Reasonable Accommodation | Position/Work Assignment Change | to perform essential functions | Yes | Baker, Alexander | N/A | 0 | \$0.00 |
| | Region 3 | Employee | GS-13 | 13 | Reasonable Accommodation | (1) Telework 38 hours per week. | to perform essential functions | Yes | Laura Kelly | N/A | 3 | \$0.00 |
| | Region 3 | Employee | GS-12 | 12 | Reasonable Accommodation | (1) dual computer monitors | to perform essential functions | Yes | Daniel Reyes | N/A | 6 | \$320.00 |
| | Region 3 | Employee | GS-1102-12 | 12 | Reasonable Accommodation | | to perform essential functions | No | Culley, Cole | *RA Requested: To have a mentor or supervisor to alert the employee when his behavior is inappropriate. **Reason for denial: No way to have a mentor or supervisor to shadow the requestor. The requestor inappropriate behavior is done through emails. ***Alternative Proposed: Given the requestor the opportunity to have more telework days; adjust/modify requestor work schedule to alleviate any stress. CMD offered to relocate the requestor to a larger work space when available. | 15 | \$0.00 |
| | Region 3 | Employee | GS-0132-12 | 12 | Reasonable Accommodation | RA. Telework 2 days per week. | to perform essential functions | Yes | CAPT Michael Guldin | N/A | 11 | \$0.00 |
| | Region 3 | Employee | Unknown | 12 | Reasonable Accommodation | (1) Telework on case by case basis as needed during medical necessity. | to perform essential functions | Yes | Daniel Reyes | N/A | 11 | \$0.00 |
| | Region 4 | Employee | GS-0318-06 | 6 | Reasonable Accommodation | Telework 5 days | to perform essential functions | Yes | LCDR Lammerson, Patrick | N/A | 3 | \$0.00 |
| | Region 4 | Employee | GS-0303-07 | 7 | Reasonable Accommodation | Telework 5 days | to perform essential functions | Yes | Stewart, James | N/A | 0 | \$0.00 |
| | Region 4 | Employee | GS-0028-09 | 9 | Reasonable Accommodation | LWOP | to perform essential functions | Yes | LCDR Warren, Theodore | N/A | 0 | \$0.00 |
| | Region 4 | Employee | GS-1801-11 | 11 | Reasonable Accommodation | Travel utilizing POV in lieu of Airplane for official travel. | to perform essential functions | Yes | Hubbard, Gretchen | N/A | 0 | \$0.00 |
| | Region 4 | Employee | GS-0950-09 | 9 | Reasonable Accommodation | Telework 5 days | to perform essential functions | Yes | Abshire, Jennifer | N/A | 8 | \$0.00 |
| | Region 4 | Employee | GS-1102-12 | 12 | Reasonable Accommodation | Telework 5 days | to perform essential functions | Yes | Dinda, James | N/A | 0 | \$0.00 |
| | Region 4 | Employee | LT/O3 | O-3 | Reasonable Accommodation | Jaws for Windows software and a braille device | to perform essential functions | Yes | Holdren, Christopher | N/A | 16 | \$1,638.78 |
| | Region 4 | Employee | CAPT/O6 | O-6 | Reasonable Accommodation | Sit and Stand Desk | to perform essential functions | Yes | Smith, Derek | N/A | 11 | \$0.00 |
| | Region 4 | Employee | O3 | O-3 | Reasonable Accommodation | Indefinite LWOP | to perform essential functions | Yes | Disibio, John | N/A | 5 | \$0.00 |
| | Region 4 | Employee | GS-0850-12 Electrical Engineer | 12 | Reasonable Accommodation | Telework 5 days | to perform essential functions | Yes | Vrankar, Barbara | N/A | 10 | \$0.00 |
| | Region 4 | Employee | GS-0028-12 Environmental Protection Specialist | 12 | Reasonable Accommodation | Telework 5 days | to perform essential functions | Yes | Carpenter, Gregory | N/A | 28 | \$0.00 |
| | Region 4 | Employee | 1109 | 14 | Reasonable Accommodation | LWOP | to perform essential functions | Yes | LCDR Kyle Schaffner | N/A | 42 | \$0.00 |
| | Region 4 | Employee | GS-0850 - Electrical Engineer | 14 | Reasonable Accommodation | Telework 5 days | to perform essential functions | Yes | Barbara Vrankar | N/A | 17 | \$0.00 |
| | Region 4 | Employee | GS-0963-09 - Legal Instruments Examiner | 9 | Reasonable Accommodation | Telework for 1 week | to perform essential functions | Yes | Askew, Melody | N/A | 1 | \$0.00 |
| | Region 4 | Employee | GS-1102-12 - Contracting Officer | 12 | Reasonable Accommodation | 100% telework through 9/18/2022 | to perform essential functions | Yes | Dinda, James | N/A | 8 | \$0.00 |
| | Region 4 | Employee | GS-0950-09 - Paralegal Specialist | | Reasonable Accommodation | 4 days a week telework through 8/12/2022 | to perform essential functions | Yes | Walker, Andrea | N/A | 5 | \$0.00 |
| | Region 4 | Employee | GS-0963 - Legal Instruments Examiner | 9 | Reasonable Accommodation | Bluetooth Compatible device for use with her hearing device | to perform essential functions | Yes | White | N/A | 12 | \$0.00 |

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|--------------------------------------|----------|----------|---|---|--------------------------|--|--------------------------------|-----|-------------------|--|--------------------|--------------------|
| | Region 4 | Employee | NF-2091-01 | 1 | Reasonable Accommodation | RA | to perform essential functions | Yes | Mowry | N/A | 14 | \$0.00 |
| | Region 4 | Employee | GS-0963-09 - Legal Instruments Examiner | 9 | Reasonable Accommodation | Telework 4 days | to perform essential functions | Yes | Gregory, Dana | N/A | 16 | \$0.00 |
| | Region 4 | Employee | GS-06 Contact Representative | 6 | Reasonable Accommodation | 100% Telework and a New Supervisor | to perform essential functions | No | Netherton, Jaclyn | Decision maker noted on 6081 that the employee refused to engage in any discussions on alternative accommodations. | 8 | \$0.00 |
| | Region 4 | Employee | GS-1740-09 | 9 | Reasonable Accommodation | Telework | to perform essential functions | Yes | Waters, John | N/A | 20 | \$500.00 |
| | Region 4 | Employee | GS-0950-09 - Paralegal Specialist | 9 | Reasonable Accommodation | 4 days a week telework through 9/19/2022 | to perform essential functions | Yes | Walker, Andrea | N/A | 3 | \$0.00 |
| | Region 4 | Employee | GS-0963-09 - Legal Instruments Examiner | 9 | Reasonable Accommodation | Telework 5 dyaas a week for 2 weeks, 8-31-2022 to 9-9-2022 | to perform essential functions | Yes | Baker, Steven | N/A | 2 | \$0.00 |
| 40 | | | | | | | | | | | | |
| Total Average Processing Days | | | | | | | | | | | 9.802325581 | |
| Total Costs | | | | | | | | | | | | \$ 4,009.99 |

FY 2022 Supplemental Part J - Disability Internship Program Summary

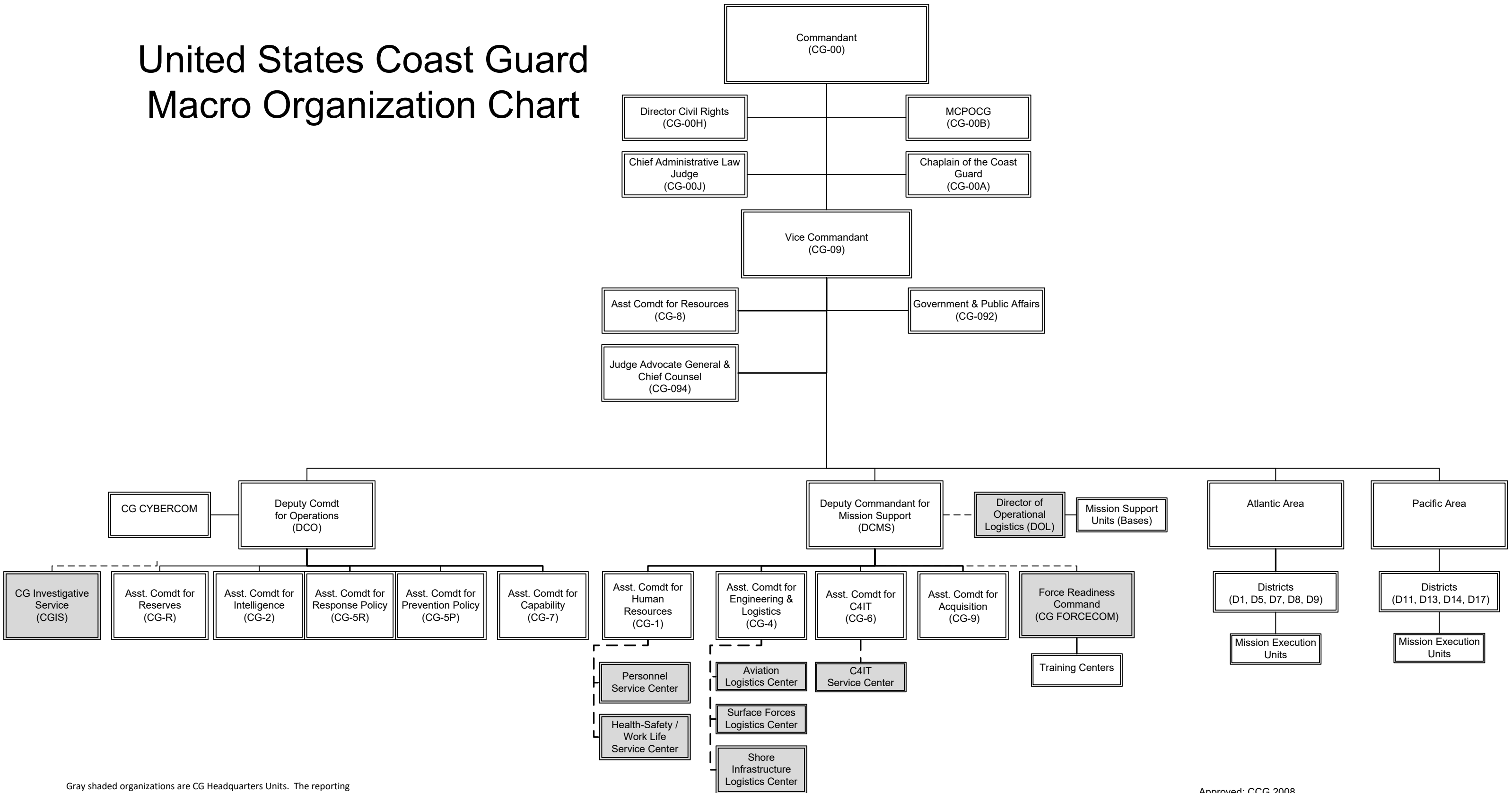
| # | Date of Hire | Program/Organization (WRP, OWF, MITRE, or Other) If Other, please specify source/program: | Type of Employment (Temp, Perm, Unfunded) | Grade | Major Occupational Category | Date Separated |
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FY 2022 Supplemental Part J - Disability Training Summary

| FY 2022 Management and Human Capital Professionals Disability Training Programs | | | | | |
|--|--|-------------------------------------|----------------------|---|----------------------|
| Date Completed | Description of Training Course | Managers/Supervisors Trained | | Human Capital or EEO Professionals Trained | |
| | | Total Number | Total Percent | Total Number | Total Percent |
| 1 5/10/2022 | Reasonable Accommodations (DEOMI) | 2 | 40 | 3 | 60 |
| 2 6/26/2022 | CG Civil Rights Directorate Conference | 17 | 43 | 23 | 57 |
| 3 Various | Civil Rights Awareness Training | 258 | | 8 | |
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MANDATORY DOCUMENTS

United States Coast Guard Macro Organization Chart



Gray shaded organizations are CG Headquarters Units. The reporting relationship (Technical Control) is described within their respective functional statements and is reflected here via dashed lines.

Approved: CCG 2008
 Modified: FC to DCMS: VCG 11 Nov 2010
 Modified: CG-2 to DCO: CG-81 13 Aug 2014
 Modified: CGIS to VCG: VCG 6 Oct 2014
 Deleted: CG-095 Approved 22 Oct 2015
 Established: CG-R under DCO: VCG 29 Jan 2019



THE COMMANDANT OF THE UNITED STATES COAST GUARD

Washington, DC 20593

JUL 11 2022

EQUAL OPPORTUNITY POLICY STATEMENT

As the Nation's oldest continuous federal sea service entrusted with providing maritime safety, security, and stewardship, we have a unique opportunity to lead the way in promoting and demonstrating a respectful and inclusive work environment. Establishing and guarding a workplace environment where everyone is respected and able to contribute is the best way to achieve mission excellence. I direct that all senior leaders, commanding officers/officers in charge, managers, supervisors, team leads, and anyone in a role that inspires or leads others will follow the below practices:

- Recruit, train, develop, promote, reward, retain, and deploy a skilled and diverse workforce who are treated in a fair and consistent manner.
- Ensure that opportunities in the Coast Guard are publicized to the widest extent possible to identify, from all areas of our country and all parts of our society, highly qualified applicants for enlistment, officer accession, civilian employment, and Auxiliary enrollment.
- Maintain a work environment free from incidents of unlawful discrimination, hate, and harassment of any kind. The Coast Guard must also be free of any reprisal or retaliation for participating in the Whistleblower Protection Act and other protected activities. Reprisal and retaliation are inconsistent with our Core Values and have no place in the Service. Guidelines for reporting and responding to unlawful discrimination and other prohibited behaviors can be found on the Coast Guard Civil Rights website: <https://www.uscg.mil/Resources/Civil-Rights/>
- Ensure that all Coast Guard members are educated about their rights and responsibilities under civil rights laws, regulations, and policies.
- Provide equal access to all benefits and privileges of employment to all civilian employees regardless of disability status.
- Act expeditiously, appropriately, and decisively in support of this policy to ensure personal accountability throughout the Coast Guard.

The Coast Guard must remain steadfast in its support of equal opportunity. Every member of our workforce will be treated with dignity and respect without regard to race, color, national origin, religion, sex (including pregnancy, gender identity, and sexual orientation), age, disability, genetic information (including family medical history), marital status, parental status, political affiliation, military service, engagement in a protected Equal Employment Opportunity (EEO) activity, or any other basis protected by law. These principles form the basis of who we are.

LINDA L. FAGAN

Admiral, U.S. Coast Guard





COAST GUARD STRATEGIC PLAN

2018-2022



U.S. Coast Guard



THE COMMANDANT OF THE UNITED STATES COAST GUARD



The Coast Guard is on the front lines of our Nation's effort to protect the American people, our homeland, and our way of life. We are a unique instrument of national power with specialized and adaptive capability across the full spectrum of maritime activities. As challenges to our national security and global influence grow more complex, the need for a Ready, Relevant, and Responsive Coast Guard has never been greater.

I am proud to deliver the *Coast Guard Strategic Plan 2018-2022*, which represents our Senior Leaders' shared vision to advance the Service over the next four years. This *Strategic Plan* supports the Department of Homeland Security (DHS) and the National Security Strategy (NSS) to ensure a safe, secure, and prosperous homeland. The lines of effort in this plan emphasize our need to invest in Service readiness while fine-tuning mission execution and operational support to meet the needs of the Nation.

Maximizing Readiness Today and Tomorrow is my top priority. Service readiness begins with our people — our greatest strength — including our dedication to maintaining an inclusive workplace and striving to mirror the great diversity of the American public we serve. Supporting our mission-ready total workforce requires capable assets, modern systems, resilient infrastructure, and sufficient Operations and Support (O&S) appropriations to operate and sustain them.

Our unique position within DHS and our enduring role with the Department of Defense (DOD) allows our Service to effectively ***Address the Nation's Complex Maritime Challenges***. We will employ our leadership within the maritime domain to foster domestic and international cooperation, build stakeholder capacity, and exert influence at home and abroad. As Commandant, I intend to leverage the Coast Guard's broad authorities, capabilities, and partnerships to safeguard the American people, promote economic prosperity, and advance national interests.

Upholding our legacy of on-scene initiative across our broad missions, we will ***Deliver Mission Excellence Anytime, Anywhere***. This begins with orienting all of our Service's initiatives to promote organizational efficiency, agility, and effectiveness and extends to the daily work of Coast Guard women and men during steady state or in times of crisis.

While it is impossible to predict what the next four years will bring, I can assure you we will face complex challenges around the world that will require our very best – the best people, best tools, and our best performance. Collectively, we will ensure that the Coast Guard remains *Always Ready* to meet the needs of our great Nation.

Semper Paratus,

A handwritten signature in black ink, reading "Karl L. Schultz". The signature is stylized and fluid, with a long, sweeping underline that extends to the right.

Admiral Karl L. Schultz
Commandant

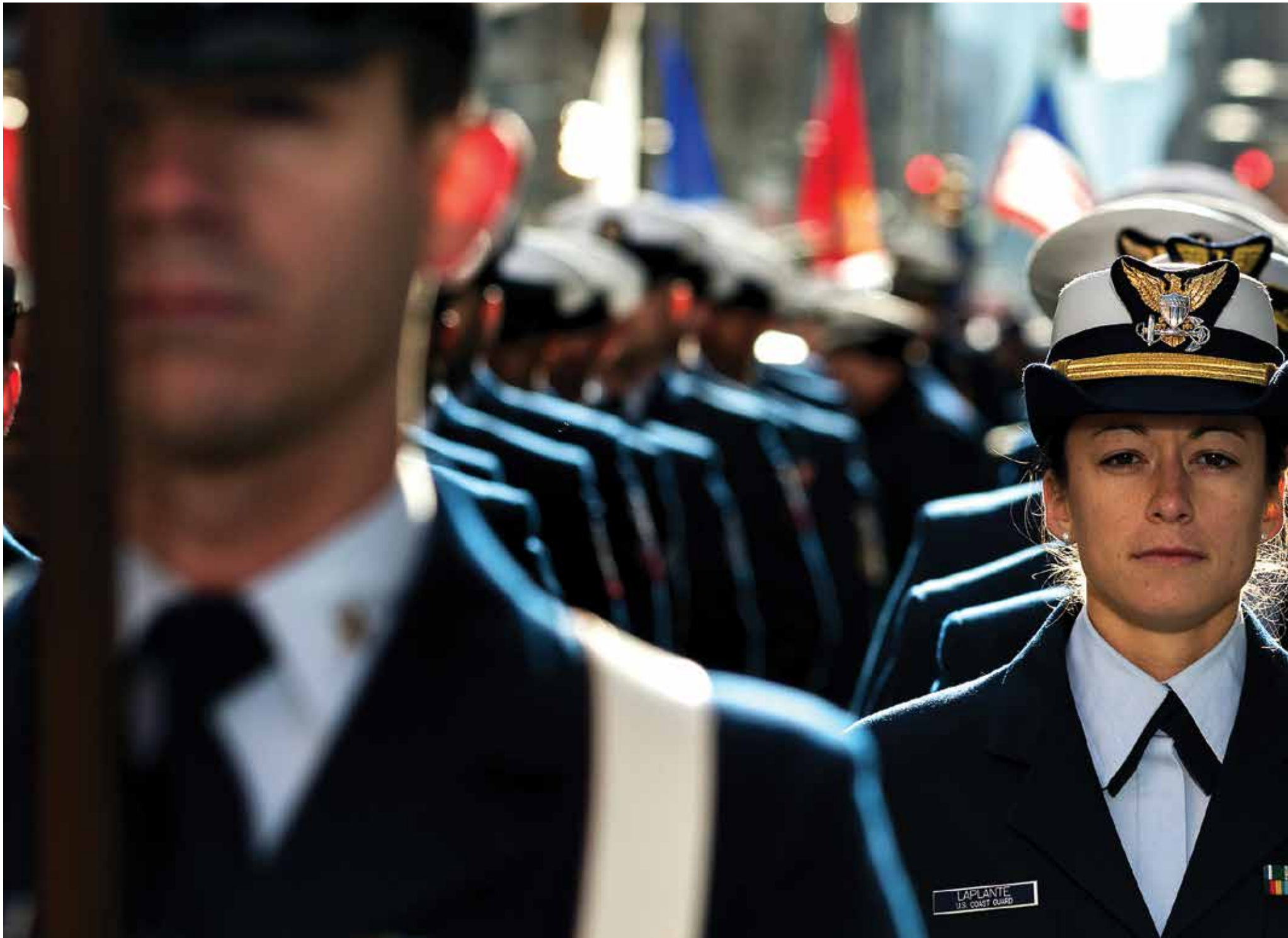




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AMERICA'S COAST GUARD

The U.S. Coast Guard has the enduring responsibility to safeguard the American people and promote our security in a complex and persistently-evolving maritime environment. We are a military service, a law enforcement organization, a regulatory agency, a first responder, and a member of the intelligence community. With unique authorities, broad jurisdiction, flexible operational capabilities, and an expansive network of domestic and international partnerships, the Coast Guard advances national security, economic prosperity, and global maritime influence.

While the missions of the Coast Guard have evolved over the last two centuries, our commitment to be "Always Ready" has remained steadfast.



While the missions of the Coast Guard have evolved over the last two centuries, our commitment to be “Always Ready” has remained steadfast. *Semper Paratus* is more than a motto; it defines our legacy as the world’s best Coast Guard. We have matured throughout our history, adapting our people, assets, and capabilities in response to emerging national demands and international challenges. Today, our Service remains locally based, nationally responsive, and globally impactful.

The *Coast Guard Strategic Plan 2018 – 2022* provides the framework for a *Ready, Relevant, and Responsive* Coast Guard to address America’s most complex maritime challenges across the full spectrum of maritime operations.

STRATEGIC ENVIRONMENT

The United States is a maritime Nation. With unfettered access to major oceans, internal waterways, deep-water ports, and protected straits and bays, we depend on the sea for our security and prosperity. To sustain its strength, America must protect its borders from unlawful intrusion and defend sovereignty while safeguarding and facilitating commerce. Our national and economic security depends on open trade, travel, and rules-based order. However, the vastness, anonymity, and inherent challenges of governance over the maritime domain make it vulnerable to dangerous threats, including transnational crime, terrorist activity, illegal exploitation of natural resources, and territorial expansionism. These sources of maritime disorder have global reach and pose a significant threat to U.S. national interests.

While keeping pace with the dynamic security environment and changing character of maritime operations, the Coast Guard faces readiness challenges in a resource constrained budget climate.



Transnational criminal organizations (TCOs) and other malicious non-state actors erode maritime governance, the rule of law, and regional stability. These networks thrive in crisis, leveraging instability to smuggle drugs, weapons, and people - wreaking havoc wherever they operate. Their nefarious activities weaken government institutions, stymie legitimate economic activity, and terrorize peaceful citizens. TCOs threaten America's neighbors and partners in the Western Hemisphere, driving migrants to our borders, emboldening human traffickers on our shores, and enabling the movement of narcotics into our communities. Left unbridled, TCOs will flourish and further erode maritime governance and regional order.

Another shift in the strategic environment is the return to great-power competition. Rival powers, such as China and Russia, are challenging rules-based international order through inter-state aggression, economic coercion, maritime hybrid warfare, gray zone activities, and overreaching territorial claims. Through their actions, they are attempting to diminish American and partner-nation influence abroad. By exploiting pockets of weak governance, these near-peer competitors could undermine democratic institutions, escalate conflict, poach maritime resources, jeopardize access to critical sea lanes, and ultimately disrupt peaceful regions.

The security environment is also affected by the rising importance of the cyber domain - where adversarial nation states, non-state actors, and individuals are attacking our digital infrastructure and eroding the protections historically provided by our geographic borders. At the stroke of a key, rivals in remote regions of the world can attack, disable, and alter our critical infrastructure and financial networks. These bad actors can unleash volatile malware that could have devastating consequences worldwide. While improved interconnectivity expands our capabilities, we must be wary of the corresponding increase in risk.

Rapid technological advancements are changing the character of maritime operations. The accelerating pace of innovation manifests itself through increasingly complex vessels, high traffic volumes, and greater demands on

the Marine Transportation System (MTS). Advanced technologies, such as autonomous and robotic systems and new propulsion methods usher in an era of new regulatory, legal, and operational challenges. While these technologies increase the complexity of our operating environment, they also present great opportunities for improved safety and efficiency. Our ability to set and enforce effective standards that advance maritime safety and environmental stewardship must keep pace with rapid technology application in the afloat, ashore, and cyber elements of the MTS.

Our role in the Arctic is growing. Diminishing Arctic sea ice is expanding accessibility to the region and attracting the attention of rival states across the globe. Resource extraction, fisheries, tourism, and commercial shipping are driving increased maritime activity and a greater need for Coast Guard presence in the region. This reality will require new assets, integrated technologies, and creative ways of thinking. For more than a century, the Coast Guard has been a visible U.S. presence in the Arctic, ensuring security and sovereignty for American resources. Our role there has never been more crucial.

The increasing severity and scale of catastrophic incidents is another reality. Coastal regions are densely populated, and ports have become heavily developed. Catastrophic events, whether man-made or natural, can have enormous consequences to our coastal communities and disrupt regional and global commerce. Recent hurricanes, floods, and other maritime disasters have reinforced the Nation's need to prepare for the size and impact of such incidents.

While keeping pace with the dynamic security environment and changing character of maritime operations, the Coast Guard faces readiness challenges in a resource constrained budget climate. Aging surface and aviation assets, as well as antiquated shore- and information-technology infrastructure, challenge our operational readiness. While we are working to recapitalize essential assets, we also require the resources to sustain and operate them.

OUR VALUE TO THE NATION

The Coast Guard is positioned to steadfastly serve and staunchly defend the Nation - now and into the future. As the only branch of the Armed Forces within DHS, the Coast Guard applies military, regulatory, incident management, and law enforcement expertise to ensure safety, security, stewardship, and resiliency across the Homeland Security enterprise. In partnership with other DHS components, we prevent terrorism, secure our borders, and reduce the physical and cyber security risks faced by our Nation. We do this through a layered approach of rules, awareness, and capabilities that protects our Nation's security, exerts our sovereignty, and enables the efficient movement of global commerce.

The key to Coast Guard success has always been our people—our diverse workforce of Active Duty, Reserve, Civilian, and Auxiliary.



As a military service, our unique authorities, capabilities, and partnerships complement both DHS and the DOD. As the challenges to our national security grow more complex across the full spectrum of international competition and conflict, the Coast Guard capably bridges the gap between the law enforcement prowess of DHS and the lethality of DOD. The Coast Guard cooperates in ways that other military services cannot in order to support our national goals of preserving peace through strength and advancing American influence. Across the full range of operations, our law enforcement capability discourages aggression, supports stability, and fortifies regional coalitions. At the same time, our military capabilities deter our adversaries, whether nation states, terrorists, or international criminals.

The Coast Guard is deployed globally to promote peace, fortify alliances, attract new partners, and challenge threats far from U.S. soil. For example, we provide United States Southern Command (USSOUTHCOM) detection, monitoring, and response capability in the Western Hemisphere to combat transnational crime in the Transit Zone while building the interdiction and crisis response capabilities of our partner nations. In United States Northern Command (USNORTHCOM), our Rotary Wing Air Intercept assets and Maritime Security Response Teams rapidly deploy as singular elements or as a supplement to joint-force packages in support of Homeland Defense missions. As the Federal surface presence in the Arctic, we advance safe, secure, and environmentally-responsible maritime activity by improving awareness, modernizing governance, and broadening partnerships. In the Indo-Pacific, we are actively building partner capacity and theater security cooperation throughout the region to enhance maritime governance and bolster stability in collaboration with United States Indo-Pacific Command (USINDOPACOM). In United States Central Command (USCENTCOM), our patrol boats and advanced interdiction teams conduct maritime security operations in the Arabian Gulf. Along the West African coast, we support United States Africa Command (USAFRICOM) to strengthen partner-nation capability for self-policing in order to thwart transnational threats such as piracy, illegal fishing, and contraband trafficking.

The Coast Guard plays a critical role in strengthening governance in areas of strategic importance. We mature other nations' inherent capabilities to police their own waters and support cooperative enforcement of international law through dozens of robust bilateral agreements. Our leadership on global maritime governing bodies and our collaborative approach to operationalize international agreements drives stability, legitimacy and order. As global strategic competition surges, adversaries become more sophisticated and the maritime environment becomes more complex. The Coast Guard provides a full spectrum of solutions, from cooperation to armed conflict. The demand for our Service has never been greater.

Fundamentally, the key to Coast Guard success has always been our people—our diverse workforce of Active Duty, Reserve, Civilian, and Auxiliary. The Coast Guard trusts and empowers its workforce at every level to lead with a bias for action – taking on-scene initiative and bringing solutions to complex problems. Our distributed leadership and trusted expertise draws together disparate stakeholders for an integrated response to incidents within the maritime domain. We leverage our partnerships to deliver output far greater than the sum of its parts. “All-in” collaboration is the only way to produce the “all-out” effort necessary to protect our Nation.



STRATEGIC FRAMEWORK

Shaped by the laws, executive orders, international conventions, and agreements that determine U.S. maritime policy, the *Coast Guard Strategic Plan 2018-2022* sets the course for the future of our Service. It reflects and directly supports the National Security Strategy, DHS goals and priorities, and the National Defense Strategy. Further, the plan operationalizes existing Coast Guard strategies and outlooks addressing targeted challenges in our operating environment, linking long-term vision to ongoing operational and mission support efforts. It also serves as the framework, for the next four years, under which to nest priority work of the Service that is in addition to the existing strategies and outlooks. As a strategy-driven organization, we will continue to assess the external environment as part of our strategy development and renewal cycle. Our cumulative efforts will inform and shape the Service's policy and doctrine development, acquisition efforts, budget process, and risk and performance assessments.

We must embrace the fast pace of technology, be comfortable operating in a dynamic and complex environment, and build resilience in everything we do.



To meet the Nation's needs and address the most difficult maritime challenges, the Coast Guard must be nimble, adaptive, and anticipatory. To avoid the temptation to build and perfect the Coast Guard of the past, we must be bold, think anew, integrate new capabilities, challenge the status quo, and innovate how we conduct operations and provide related support. We must embrace ever-changing technology, be comfortable operating in a dynamic and complex environment, and build resilience into everything we do.

The *Coast Guard Strategic Plan 2018-2022* provides the framework for a *Ready, Relevant, and Responsive* Coast Guard. To this end, the Coast Guard seeks to:

- **Maximize Readiness Today and Tomorrow;**
- **Address the Nation's Complex Maritime Challenges; and**
- **Deliver Mission Excellence Anytime, Anywhere.**

These strategic priorities position the Coast Guard to protect America's economic prosperity and national security.



READY



STRATEGIC PRIORITY 1

MAXIMIZE READINESS TODAY AND TOMORROW

The Coast Guard's top priority is Service readiness. As with the other Armed Services, an uncertain, constrained budget environment has eroded our operational readiness. At the same time, the increasing global complexity and expanding demand for Coast Guard services necessitates the best people, modern technology, resilient infrastructure, and highly-capable assets. With a clear understanding of the fiscal environment, we will support our people, invest in mission-enabling technologies, and modernize our assets to guarantee we are ready for the challenges of today while preparing for the threats of tomorrow.

CULTIVATE

THE MISSION READY TOTAL WORKFORCE

Objective 1.1. | Service readiness starts with investing in our greatest asset — our people.

To meet the Nation's needs, the Coast Guard will recruit, train, support, and retain a Mission Ready Total Workforce that is empowered with the information, knowledge, skills, equipment, and support systems needed to excel across the full spectrum of Coast Guard operations.

We are also committed to broadening diversity and building a Service that is representative of the American public. To best position a mission-ready Service, we must treat personnel services as key enablers of operational success, embrace digital tools in the performance of duties, and seek creative solutions to maintain a highly-skilled workforce. Throughout the organization, we will find ways to make our organization appeal to current and potential members as an employer of choice.



1.1.1. Improve Support Programs for the Mission Ready Total Workforce

Our support programs must ensure that our workforce is ready to successfully perform frontline operations and provide world-class mission support. To meet the needs of our people, we will:

- Instill a customer service culture and improve the delivery of services to our workforce;
- Identify and implement policies and practices that improve quality of life;
- Foster positive work environments, embracing and leveraging the differences among us, while ensuring equal opportunity for all;
- Modernize support services, including improved access to quality health care; and
- Strive to eliminate sexual assault and sexual harassment from the Service.

1.1.2. Sharpen the Skills of the Mission Ready Total Workforce

Our organizational success is predicated on a highly-trained, properly-equipped workforce that employs technology to maximize its impact across all mission areas. To build our competencies and maintain our competitive advantage, we will:

- Leverage digital tools and relevant technologies, including mobility solutions to enhance frontline operations;
- Employ predictive analytics to identify and develop critical skills to meet emerging mission demands;
- Update training and education programs to develop specialized skills for current and future mission needs; and
- Invest in and sustain a Prevention workforce that meets the evolving needs of the maritime industry.

1.1.3. Recruit and Retain an Inclusive and Diverse Workforce that Reflects the American Public We Serve

The magnitude and complexity of our global operations and mission support activities necessitates a workforce possessing diverse backgrounds, different perspectives, unique experiences, and original ideas. To grow a diverse workforce supported by an inclusive culture, we will:

- Enhance recruiting, hiring, and personnel management policies that advance inclusion and diversity;
- Increase non-traditional accessions and expedite civilian hiring;
- Explore creative and adaptive workforce retention policies for mission critical skills; and
- Improve workforce career development to ensure we are an employer of choice.

1.1.4. Strengthen Our Ready and Responsive Reserve and Auxiliary Forces

The Reserve component is an essential force multiplier that merits optimized policies, efficient processes, and an integrated organizational structure. The Auxiliary, through their volunteer service, donates time, skills, and resources across Coast Guard operations and mission support activities. To advance the strategic value of both the Reservists and the Auxiliarists, we will:

- Modernize the Coast Guard Reserve workforce governance and support services;
- Bolster recruiting, advocacy, and retention for Reservists;
- Better identify and leverage the civilian skills of our Reserve workforce to solve complex problems facing the Service and the DHS;
- Accelerate onboarding for new Auxiliarists; and
- Match the unique skills and abilities of the Auxiliary with operational and mission support needs at all levels of the organization.

MODERNIZE

ASSETS, INFRASTRUCTURE, AND MISSION PLATFORMS

Objective 1.2. | In order to meet increasing demands on the Coast Guard, we must continue to build momentum on our current recapitalization efforts, including the timely acquisition and deployment of the Offshore Patrol Cutter, the Polar Security Cutter, and the Waterways Commerce Cutter. Our modernization needs extend beyond our surface assets and include the Command and Control, Communications, Computers, Cyber and Intelligence (C5I) enterprise; shore-side infrastructure; aircraft fleets; and other key mission enablers. We will prioritize investments in technology that will enable mission success today and revolutionize the way we conduct operations in the future.



1.2.1. Strengthen Reliability of C5I Enterprise Systems

Our increasingly digital world requires a balance between reliable access to Coast Guard information systems for our people and assets and the ability to capably defend our networks against cyber threats. To leverage the massive benefits of information technology, connectivity, and data, we will:

- Ensure information is readily and securely available to operators and mission support personnel in a full, degraded, or disconnected environment;
- Deliver reliable mobile capabilities and improved remote access for frontline operators;
- Prioritize resources and recapitalization efforts to ensure the reliability and effectiveness of C5I systems;
- Treat the C5I enterprise mission platform as a mission enabler like other operational assets, grounded in capability requirements; and
- Accelerate the adoption of cloud computing offerings.

1.2.2. Maintain Momentum on Current Acquisition Efforts

The Coast Guard is realizing unprecedented investments in our acquisition program that will enable us to better execute the full range of our missions. To continue on our current trajectory toward a modernized asset portfolio, we will:

- Continue the major acquisition program and operationalize key assets to include the Offshore Patrol Cutter, Polar Security Cutter, and Waterways Commerce Cutter;
- Make essential risk decisions regarding the practical service life of our aging rotary wing aviation fleet and plan for future aviation asset acquisition;
- Invest in and employ shore- and cutter-based unmanned aerial systems;
- Invest in and employ C5I Surveillance and Reconnaissance (C5ISR); and
- Sustain service life extension and improvement projects for our critical aviation and surface fleet.

1.2.3. Modernize Shore Infrastructure Support Programs and Mature Long-Term Homeporting Process

Resilient shore infrastructure is directly connected to operational readiness and successful mission execution. To ensure our shore infrastructure fully supports our operational needs, we will:

- Prioritize and execute the repair or replacement of degraded shore infrastructure that negatively impacts steady state operations or hinders workforce readiness;
- Develop and employ a shore infrastructure management system that anticipates future readiness needs; and
- Build a comprehensive, long-term homeporting plan.

1.2.4. Examine and Employ the Right Combination of Technologies and Information Sciences to Meet Future Readiness Needs

The rapid advancement in technology across our personal and professional lives presents game-changing opportunities for the Coast Guard, if properly harnessed. To fully understand the potential impacts of emerging technologies on Coast Guard operations, we will:

- Evaluate emerging technologies, such as unmanned platforms, data analytics, block chain encryption, artificial intelligence, machine learning, network protocols, information storage, and human-machine collaboration for possible use in mission execution;
- Capitalize on DHS and DOD research and development efforts, national labs research, and academic partnerships;
- Seek opportunities to leap from existing technologies and competencies to new capabilities; and
- Assess the Coast Guard total force laydown and capability mix across all mission areas.





STRATEGIC PRIORITY 2

ADDRESS THE NATION'S COMPLEX MARITIME CHALLENGES

As the Nation's unique instrument across the full spectrum of maritime operations, the Coast Guard cooperates and builds capacity to police, detect, deter, and counter maritime threats. From education, coordination, and regulation, to enforcement and lethal force, the Coast Guard has a range of capabilities to influence behavior. Through DHS integration and DOD interoperability, the Coast Guard acts with unity of effort and partners with Federal, State, local, tribal, private, and international stakeholders across the increasingly complex maritime domain.

STRENGTHEN

MARITIME GOVERNANCE

Objective 2.1. | Our ability to address challenges in the maritime domain spans the full range of activity from education and partnerships to regulation and enforcement to high-end, specialized operations. Full spectrum maritime governance provides the foundation for an adaptive and stabilizing framework that is essential to resilience. Nefarious activities destabilize and threaten vulnerable regions. To address these sources of maritime disorder, we will employ our singular capabilities, authorities, and established partnerships to maintain law and order and uphold accepted behaviors.



2.1.1. Enhance Situational Awareness to Secure our Maritime Borders

As the Nation's premier maritime agency, the Coast Guard must integrate information, intelligence, and operations to create actionable knowledge that informs decision-making. To protect our MTS and maritime borders, we will:

- Acquire and integrate a networked system of platforms, sensors, mission integration systems, communications equipment, and analytical tools across the Service;
- Leverage C5 intelligence, surveillance, and reconnaissance capabilities from military, law enforcement, and commercial sources to improve the processing, exploitation, and dissemination of critical and actionable intelligence; and
- Employ data-driven methodologies to optimize planning for the deployment of Coast Guard resources.

2.1.2. Promote Acceptable Behavior in the Maritime Domain

The Coast Guard is a recognized leader in maritime communities, from local ports to international regulatory bodies. Our position enables us to influence maritime operations around the world. To shape safe, secure, and environmentally-responsible maritime activities, we will:

- Preserve maritime norms and influence acceptable behavior to facilitate the unimpeded flow of lawful maritime commerce;
- Create opportunities and build avenues for regional information sharing;
- Ensure a common-sense domestic regulatory approach that strikes the right balance between facilitating and safeguarding commerce; and
- Lead America in international maritime affairs and promote a free and open international order in support of the National Security Strategy.

2.1.3. Employ Effective Presence to Deter and Disrupt Maritime Threats to the Nation

Driven by intelligence, our operational capabilities enable us to put the right asset in the right place at the right time. To maximize operational impact, we will:

- Incorporate strategically relevant technologies to harness real-time data and effectively direct assets for end-game intervention;
- Treat every operational asset as a sensor to collect and disseminate information and intelligence; and
- Harness the creativity and innovation of our workforce to challenge established operational approaches, apply new technology, and increase effectiveness in countering maritime threats.



ENHANCE

UNIFIED EFFORT

Objective 2.2. | The Coast Guard partners at every level, from individual mariners to local police departments, to the world's top navies and coast guards. We act in coordination with our government partners, private stakeholders, and international allies to safeguard our national interests and protect against threats to the homeland. Our aim is to integrate whenever possible and deliver output greater than the sum of its parts. Only with commitment to "all-in" collaboration can we produce the "all-out" effort necessary to achieve our collective goals.



2.2.1. Strengthen Integration with DHS

The Coast Guard employs both distinct and complementary capabilities to help DHS and its components meet their strategic objectives. To maximize our value to the Department, we will:

- Enhance integration with DHS at the strategic, operational, and tactical levels;
- Implement DHS best practices across the Service including joint requirements management, acquisition processes, research and development, and IT solutions; and
- Connect our capabilities with other DHS components to further DHS strategic priorities.

2.2.2. Leverage Joint Capabilities and Authorities to Complement DOD

Our unique authorities, specialized capabilities, and established relationships will complement DOD to provide an agile response to contingencies, address sources of maritime discord, and deter threats to our national interests. To better integrate capabilities for national defense, we will:

- Employ our authorities to support National Defense Strategy (NDS) objectives;
- Synchronize engagement, operations, and capacity-building efforts to strengthen maritime governance around the world;
- Leverage DOD to field interoperable equipment and reduce redundancies in the acquisition of new capabilities; and
- Target interoperability with the U.S. Navy and other maritime services to include the National Oceanic and Atmospheric Administration (NOAA) and the U.S. Maritime Administration (MARAD).

2.2.3. Enhance Partnerships with Maritime Stakeholders

The MTS is critical to our economic prosperity and national security. By cultivating relationships across the maritime community, we bolster our credibility, recognize industry trends, and understand emerging technologies. To safeguard the MTS, we will:

- Foster productive relationships with the maritime industry to build our own expertise and enable effective oversight;
- Continue to lead a community of Federal, State, and local partners to ensure all elements of the MTS are efficient, effective, and responsive; and
- Share universal best practices to strengthen maritime cybersecurity preparedness, response, and recovery.

2.2.4. Align International Engagement with National and Departmental Priorities

Our strong international standing and proven track record in partner-nation capacity building is directly linked to our national and economic security. To further our international impact, we will:

- Use our position within the international maritime community to shape and promote universal standards and regimes;
- Strategically orient time and resources toward international activities that maximize return on investment to national and Coast Guard priorities; and
- Foster international capacity-building efforts in regions that are both critical to U.S. interests and in alignment with DOD and U.S. Department of State (DOS).



RESPONSIVE



STRATEGIC PRIORITY 3

DELIVER MISSION EXCELLENCE ANYTIME, ANYWHERE

We are an agile, adaptive force whose greatest value to the Nation resides in our ability to rapidly shift among our missions to meet national priorities during steady state and crisis. Our empowered workforce, with a bias for action and propensity to exercise on-scene initiative, enables the Coast Guard to provide immediate and reliable response to any maritime incident. Rapid advancements in technology and the evolving operating environment demand mature enterprise-wide preparedness, resiliency, and responsiveness. The functions that enable operations, mission support, and organizational structure must evolve alongside the external environment, partner and stakeholder capabilities, and innovative adversaries. To promote national security and build resiliency, we will align all of our Service's initiatives to promote organizational efficiency, agility, and effectiveness – delivering excellence anytime, anywhere.

STRENGTHEN

RESILIENCE THROUGH CRISIS LEADERSHIP, EMERGENCY PREPAREDNESS, AND SURGE RESPONSE

Objective 3.1. | We are the Nation's premier maritime first responder. Large-scale, catastrophic events will continue to impact the maritime domain and our Nation's citizens. Crisis management and response are critical functions that span all Coast Guard missions and directly support DHS. A ready and organized response force, with integrated and executable plans, enables the Coast Guard to respond and recover during times of crisis. To improve our capability in managing increasingly complex disasters, we will continue to hone our crisis leadership and emergency planning skills, with a focus on the rapid and proactive mobilization of our resources.



3.1.1. Lead in Crisis

Whether a maritime disaster or catastrophic event, the Coast Guard is a leader of the integrated response. Drawing on our vast organizational experience, we will:

- Cultivate crisis leadership as a core competency;
- Be the Nation's premier incident management experts for complex maritime disasters; and
- Enhance the management of surge capabilities and the mobilization of adaptive force packages.

3.1.2. Intensify Integrated Emergency Management Planning and Execution

Cultivating resilient maritime communities requires deliberate and coordinated crisis and surge incident planning. To deliberately prepare for today's risks while proactively anticipating tomorrow's threats, we will:

- Act on lessons learned and best practices from previous events for integrated emergency management;
- Enhance planning and evaluation to support the maritime community's emergency preparedness at all levels of government; and
- Implement realistic interagency emergency management exercises that incorporate future and emerging challenges.

3.1.3. Advance Resilient Information Technology and Command and Control in Crisis

The global reach of information and the speed that it flows can enhance both advanced readiness and mission effectiveness during disasters. To leverage technology solutions during crises, we will:

- Seek innovative, interoperable, and mobile solutions for rapid integration of information and resources across the broad spectrum of responders;
- Identify and employ a broad range of tools such as asset tracking and common operating picture technologies to enhance situational awareness; and
- Harness the power of social media applications in disaster response.



INNOVATE

FOR BETTER ORGANIZATIONAL PERFORMANCE

Objective 3.2. | Our bias for action and propensity to exercise on-scene initiative are ingrained in our Service's character, extending into our mission support enterprise. We will shape our Service based on a logical understanding of operational commitments, current and predictive budget realities, and potential long-term mission demands. We will strengthen our capability to assess enterprise risk in fulfilling our statutory missions during steady-state operations and when responding to crises. We will strive to lower the barriers to innovation, including programmatic stovepipes, and recognize that smart failures in low-risk venues in the short term often yield lessons-learned that lead to long-term organizational success.



3.2.1. Deliver Mission Support at the Speed of Need

The mission support enterprise is the backbone of effective mission execution. Mission support personnel must be armed with the appropriate structure, policy, procedures, and information to support frontline operators. In order to remain a nimble and adaptable force, we must continue to evaluate how we deliver mission support and seek to bring our operational and mission support efforts closer together. To deliver support at the speed of need, we will:

- Encourage and reward our workforce for developing innovative ways to increase delivery speed and efficiency of mission support functions;
- Strengthen our expedited acquisition process to adopt new technologies that will greatly enhance frontline operations; and
- Capitalize on relationships with DOD and DHS to identify shared solutions that augment internal Coast Guard logistics capabilities.

3.2.2. Strengthen Enterprise Risk Management

Innovation requires smart risk taking. The Coast Guard must establish clear risk tolerance levels across the full spectrum of operational and support missions with an understanding of the trade-offs between today's tactical crisis and tomorrow's strategic imperative. At the same time, the workforce structure must be needs-driven, based on operational and support requirements that are objectively determined and continually assessed. Balancing the demand for Coast Guard services in a constrained budget environment, we will:

- Establish analytical tools to model organizational capacity and force structure for steady-state and major emergency response and contingency operations;
- Refine workforce and capital asset management and budget processes to maximize operational results and manage risk through a repeatable process; and
- Shape our decisions based on a logical understanding of operational commitments, current and predictive budget realities, and potential long-term Service demands.

3.2.3. Enhance Organizational Agility and Decision-Making

To be successful in a dynamic and unpredictable strategic environment, the Coast Guard must have a lean, agile, and effective command and control structure. To optimize the organization, we will:

- Eliminate unnecessary bureaucracy to bolster organizational agility;
- Enhance information-sharing and decision-making frameworks to integrate operations and support; and
- Mature our organizational processes to ensure local actions are aligned with Service priorities.

3.2.4. Reinforce a Culture of Continuous Innovation

The Coast Guard brings enduring value to the Nation and must adapt to the changing character of maritime operations. To remain at the cutting edge, we will:

- Foster a culture of experimentation and encourage acceptance of warranted risk to affect change;
- Challenge our workforce to evolve and improve long-standing processes and operational constructs; and
- Strengthen Service innovation initiatives and accelerate the process of moving the best ideas to Service-wide implementation.



**U.S.
COAST
GUARD**



THE WAY AHEAD

The strategic context in which the Coast Guard operates will undoubtedly remain dynamic, demanding the best of our highly-capable and adaptable workforce. Grounded in our Core Values and guided by the Commandant's Guiding Principles – *Ready, Relevant, and Responsive* – we will safeguard the **trust** and **confidence** of the American people. These tenets ensure our Service remains best positioned to serve a Nation whose economic prosperity, national security, and global influence are inextricably linked to the maritime domain.

Strategy is fundamentally about choices. To implement this Strategic Plan, we will have to make difficult choices in critical mission areas. As we carefully balance our limited resources against a growing demand for our services, every level of the Coast Guard must tie their actions to these strategic priorities so we remain *Semper Paratus* to answer the call.



With honor and integrity, we will safeguard the American people, our homeland, and our values.



Honor, Respect, and Devotion to Duty.

MAXIMIZE

**READINESS TODAY
AND TOMORROW**



ADDRESS

**THE NATION'S COMPLEX
MARITIME CHALLENGES**



DELIVER

**MISSION EXCELLENCE
ANYTIME, ANYWHERE**



COAST GUARD STRATEGIC PRIORITIES 2018-2022



**WE ARE AMERICA'S READY,
RELEVANT, AND RESPONSIVE
U.S. COAST GUARD.**

SEMPER PARATUS



*With honor and integrity, we will safeguard the
American people, our homeland, and our values.*



*Honor, Respect, and
Devotion to Duty.*



THE COMMANDANT OF THE UNITED STATES COAST GUARD
Washington, DC 20593 JUL 11 2022

ANTI-DISCRIMINATION and ANTI-HARASSMENT POLICY STATEMENT

The Coast Guard's total workforce is the heartbeat of the Service and lives by our core values of Honor, Respect, and Devotion to Duty. Those values demand a workplace that is free of discrimination and harassment. Mission excellence demands that every Active Duty, Reserve, Civilian, and Auxiliary member personally commits to this principle.

Discrimination and harassment have NO place in our Service. We will respect those we serve and those who serve with us. We will ensure a work environment that is free from conduct that unreasonably interferes with an individual's work performance or creates an intimidating, offensive, or hostile work environment based on an individual's race, color, national origin, religion, sex (including pregnancy, gender identity, and sexual orientation), age, disability, genetic information (including family medical history), marital status, parental status, political affiliation, military service, engagement in a protected Equal Employment Opportunity (EEO) activity, or any other basis protected by law. We will act to address such conduct well before it rises to a level that may affect our people or the performance of our mission. Each member of the Coast Guard will be familiar with our EEO policies to prevent and eliminate all forms of discrimination and harassment.

Coast Guard members who believe they have been subjected to unlawful discrimination, which includes harassment, reprisal for participation in EEO/EO/Whistleblower or other protected activity, bullying, hazing, or other disruptive behaviors, should report it promptly through their chain of command; their local civil rights service provider; the Department of Homeland Security, Office of the Inspector General (military and civilian); U.S. Office of Special Counsel (civilian); or other appropriate grievance forums. All complaints and reports will be processed promptly, thoroughly, impartially, and using a process that protects privacy. When discrimination or prohibited harassment occurs, leaders and managers will take swift and appropriate corrective action. For harassment, see Coast Guard Commandant Instruction M5350.4 series. Guidelines for responding to misconduct (i.e., hazing, bullying, and other inappropriate behaviors) are outlined in Coast Guard Commandant Instructions M1600.2 series for military members and M12750.4 series for civilian employees.

The Coast Guard is committed to creating an environment where everyone has a strong sense of belonging, is able to contribute their full potential, and achieves mission excellence.

A handwritten signature in blue ink, appearing to read "Linda L. Fagan".

LINDA L. FAGAN
Admiral, U.S. Coast Guard



CHAPTER 6 REASONABLE ACCOMMODATION AND PERSONAL ASSISTANCE SERVICES FOR QUALIFIED PERSONS WITH DISABILITIES

- A. Introduction. This chapter addresses Coast Guard policies, procedures, and responsible parties for meeting reasonable accommodation needs for qualified employees and applicants for employment with disabilities. It also provides guidance on the requirements to provide Personal Assistance Services (PAS) under Section 501 of the Rehabilitation Act of 1973 as amended.
- B. Reasonable Accommodation Policy.
1. Definition. Reasonable accommodation is a change or adjustment to a work environment that permits a qualified applicant or employee with a disability to participate in the job application process, to perform the essential functions of a job, or to enjoy the benefits and privileges of employment equal to those enjoyed by employees without disabilities. Reasonable accommodation may include acquiring or modifying equipment or devices; job restructuring; part-time or modified work schedules; reassignment to a vacant position; adjusting or modifying examinations, training materials, or policies; providing readers and interpreters; making the workplace readily accessible to and usable by persons with disabilities.
 2. Legal Authority and Application of Policies. The statutory obligation for the Coast Guard to provide reasonable accommodations is contained in Executive Order 13164 (July 2000), the Rehabilitation Act of 1973, as amended; 29 C.F.R. Part 1614.203(d); and 29 C.F.R. Part 1630. Although many persons with disabilities can apply for and perform jobs without the provision of any reasonable accommodation, there are workplace barriers that keep others from performing jobs that they could perform given some form of accommodation. These barriers may be physical obstacles, such as inaccessible facilities or equipment, or they may be procedures or rules, such as rules concerning when work is performed, when breaks are taken, or how essential or marginal functions are performed. The reasonable accommodation process attempts to remove workplace barriers for persons with disabilities.
 3. Reasonable Accommodation Policies Applicable to Civilian Members. It is the policy of the Coast Guard to provide reasonable accommodation to all civilian employees or applicants for employment with a qualified disability within the defined scope and limitations of the law. Reasonable accommodation should be provided to qualified persons with disabilities, unless doing so poses a direct threat to the requestor or other employees, or poses an undue hardship to the Agency.
 4. Coast Guard Programs for Persons with Disabilities. An affirmative employment plan for the hiring, placement, and advancement of persons with disabilities has been developed and maintained by the Coast Guard, consistent with its obligations under the Rehabilitation Act of 1973, as amended.

- a. In keeping with 5 C.F.R. Part 720(c), the Coast Guard developed a plan to promote employment and advancement opportunities for qualified disabled veterans within the Federal Government.
 - b. The Coast Guard maintains a Persons with Disabilities Program (PWDP), which is designed to promote the hiring, placement, and advancement of employees with disabilities and to ensure they are employed within a broad range of grade levels and occupations commensurate with their qualifications. The Coast Guard, as all federal agencies, is tasked with assuring that its policies do not unnecessarily exclude or limit persons with disabilities because of working conditions. The PWDP enables the Coast Guard to take a positive and directive role in fully complying with Section 501 of the Rehabilitation Act of 1973, as amended, and the provisions of 29 C.F.R. Part 1614.203(b).
- C. Roles and Responsibilities. Commanding Officers/Officers-in-Charge (CO/OIC) or their equivalent at all levels of the Service are personally responsible and accountable for ensuring that civil rights laws, regulations, policies, and program standards are proactively applied and rigorously enforced within their commands. It is incumbent on those in leadership positions to create a workplace built on Coast Guard Core Values of Honor, Respect, and Devotion to Duty and to ensure that the workplace is free of discrimination or harassment on any prohibited basis. Likewise, it is incumbent on every member of the Coast Guard to promptly inform their chain of command or a Civil Rights Service Provider (CRSP) of any civil rights concerns or issues when they arise. The specific roles and administrative responsibilities of Coast Guard employees are addressed below.
1. Specific Administrative Responsibilities.
 - a. Director, Civil Rights Directorate, Commandant (CG-00H). The Director, Civil Rights Directorate (CRD) is responsible for implementing the Coast Guard Persons with Disabilities Program (PWDP). The Director is specifically responsible for ensuring that:
 - (1) A nationwide Coast Guard PWDP is established.
 - (2) A national PWDP Manager from within the Civil Rights Directorate is designated to be responsible for administering the reasonable accommodation program throughout the Coast Guard.
 - (3) Coast Guard procedures for processing reasonable accommodation requests are developed and issued.
 - (4) Managers, supervisors, human resources specialists, CRSP, and employees understand applicable laws, regulations, policies, and procedures regarding reasonable accommodation.
 - (5) The PWDP is in compliance with the provisions of this Policy.

- (6) Appropriate Human Resources Specialists and Office of General Law Representatives, if applicable, are consulted regarding their role in the reasonable accommodation process.
- b. National Persons with Disabilities Program Manager. The national Persons with Disabilities Program (PWDP) Manager is specifically responsible for:
- (1) Administering the reasonable accommodations program Coast Guard-wide.
 - (2) Serving as the deciding official on appeal of denial of reasonable accommodation requests.
 - (3) Maintaining records on all reasonable accommodation requests.
 - (4) Submitting a consolidated report on reasonable accommodation requests and activities to the Department of Homeland Security Office of Civil Rights and Civil Liberties (DHS CRCL).
 - (5) Engaging and informing the workforce regarding the Persons with Disabilities program.
- c. Civil Rights Service Provider (CRSP). The CRSPs will advise personnel on the reasonable accommodation process and submit quarterly reports on reasonable accommodation requests or denials to the PWDP Manager.
- d. Civilian Human Resources, Diversity and Leadership Directorate (CG-12). The Civilian Human Resources, Diversity and Leadership Directorate (CG-12) is responsible for:
- (1) Ensuring that all vacancy announcements inform qualified applicants with disabilities that reasonable accommodation may be requested.
 - (2) Serving as decision maker on reasonable accommodation requests from job applicants and providing advice for requests involving undue hardship determinations.
 - (3) Providing assistance to all applicable parties, e.g., the supervisor, employee, and PWDP Manager, regarding reassignment opportunities to vacant or prospectively vacant positions within the Coast Guard.
 - (4) Ensuring that copies of this Policy are made available to all new employees during orientation and to all supervisory employees.
 - (5) Ensuring that reasonable accommodation information and a link to the CG Portal are made available to new employees and supervisors.
- e. Commanding Officer/Officer in Charge. The CO/OIC is specifically responsible for:

- (1) Consulting with appropriate agency representatives for assistance on reasonable accommodation issues: Civil Rights Service Providers, Human Resources Specialists, Medical Officers, and/or Attorney-Advisors.
 - (2) Submitting completed reasonable accommodation request forms and associated records to the servicing CRSP within 10 business days subsequent to the resolution of a reasonable accommodation request.
- f. First Level Supervisor. The First Level Supervisor is specifically responsible for:
- (1) Serving as the decision maker.
 - (2) Seeking guidance, as necessary, from appropriate sources, which include their servicing CRSP, CO/OIC, human resources specialists, medical officers, and attorney-advisors.
 - (3) Determining that the request is in fact a reasonable accommodation request.
 - (4) Acknowledging and responding, in writing, within 5 business days, using Acknowledgement of Reasonable Accommodation Request, Form CG-6080, to oral and written requests for accommodation.
 - (5) Determining the necessity of obtaining medical documentation and determining its sufficiency for the processing of reasonable accommodation requests.
 - (6) Determining, with appropriate guidance, if the requester is a qualified individual with a disability.
 - (7) Communicating with the requester regarding the type of accommodation needed and whether or not it would enable the requester to perform the essential functions of the position or enjoy a benefit or privilege of employment as are enjoyed by similarly situated employees without disabilities.
 - (8) Transmitting a written decision to the requestor within 15 business days unless extenuating circumstances dictate otherwise, and ensuring that the individual requesting the accommodation is informed of the reasons for delay.
 - (9) Maintaining confidentiality to the extent practicable.
- g. Employees with Disabilities. Employees with disabilities are specifically responsible for:
- (1) Requesting an accommodation from their first level supervisor, either orally or in writing, describing, if known, how the accommodation would enable them to perform the essential functions of the position, or enjoy a benefit or privilege of employment as are enjoyed by similarly situated employees without disabilities.
 - (2) Providing medical documentation of the disabling condition, upon request.

- (3) Engaging in the interactive process during the processing of the reasonable accommodation request.
 - (4) Appealing the denial of a reasonable accommodation request, if applicable, to the national PWDP Manager within 10 business days of notification of the denial of the request.
2. Form Availability. The following forms are available on the USCG Electronic Forms Database at the web addresses below, or by contacting a servicing CRSP:
- a. Request for Reasonable Accommodation, Form CG-6079.
https://cg.portal.uscg.mil/sites/externaldata/Forms/CG_6079.PDF
 - b. Acknowledgement of Reasonable Accommodation Request, Form CG-6080.
https://cg.portal.uscg.mil/sites/externaldata/Forms/CG_6080.PDF
 - c. Reasonable Accommodation Decision and Reporting Form CG-6081.
https://cg.portal.uscg.mil/sites/externaldata/Forms/CG_6081.PDF
3. Resources. The following resources are available to assist employees and supervisors with reasonable accommodations:
- a. Job Accommodation Network (JAN) provides free, expert, and confidential guidance on workplace accommodations and disability employment issues. Information is available on their website at www.askjan.org.
 - b. Employer Assistance and Resource Network on Disability Inclusion provides guidance and a range of free resources to help employers of all sizes tap the benefits of disability diversity. Information is available on their website at www.askearn.org.
 - c. Computer/Electronic Accommodations Program provides assistive technology and accommodations to support persons with disabilities, and wounded, ill, and injured service members throughout the Federal Government, in accessing information and communication technology. Information is available on their website at www.cap.mil.
 - d. Department of Transportation Disability Resource Center (DRC) provides job accommodations and related services to employees and job applicants. The Coast Guard and DRC maintain a service agreement to provide accommodations such as interpretive services and personal assistance services, at no cost. Information is available on their website at www.transportation.gov/drc.

D. Processing Reasonable Accommodation Requests.

- 1. Requests for Reasonable Accommodation.
 - a. Who May Request an Accommodation. Qualified individuals with disabilities who are employees or applicants for employment may request a reasonable accommodation. Reasonable accommodations may be requested by qualified

employees regardless of whether they work part-time or full-time, or are considered “probationary.”

- (1) An applicant may request an accommodation orally or in writing from the Human Resources Specialist/Command Staff Advisor (HRS/CSA) who is handling the vacancy recruitment process.
 - (2) A family member, health professional, or other representative acting on a requester’s behalf may request an accommodation on behalf of a Coast Guard civilian employee or job applicant. To the extent possible, the individual with a disability should be contacted to confirm that he/she is in fact seeking a reasonable accommodation. The individual may refuse to accept an accommodation that is not needed. See Third Party Request in this section for more information.
- b. How to Submit a Request. A request for a reasonable accommodation is a statement from an employee or applicant for employment that, as a result of a medical condition, the individual needs an adjustment or change in the application process, in their job, or in a benefit or privilege of employment. The reasonable accommodation process begins as soon as the request for accommodation is made either orally or in writing. Management must immediately begin processing a request for accommodation, and should not wait to confirm or acknowledge the request with the requestor before acting on the request. A request does not have to use any special words, such as *reasonable accommodation*, *disability*, or *Rehabilitation Act*. A request is any communication in which an individual asks or states that he/she needs USCG to provide or to change something because of a medical condition. A supervisor, manager, or the PWDP Manager should ask an individual whether he/she is requesting a reasonable accommodation if the nature of the initial communication is unclear. Persons with disabilities may request a reasonable accommodation whenever they choose, even if they have not disclosed the existence of a disability and need not have a particular accommodation in mind before making the request. For further information or assistance with a request for reasonable accommodation, any Coast Guard employee or applicant may consult with a human resources specialist or CRSP.
2. Acknowledging Requests for Record Keeping Purposes.
- a. Acknowledging Requests. To enable the Coast Guard to keep accurate records regarding requests for accommodation, the person to whom the employee or applicant made the oral request for reasonable accommodation must follow up on the oral request by completing the “Acknowledgement of Request for Reasonable Accommodation,” Form CG-680, or otherwise confirming the request by email.
 - b. Recurring Requests. A written acknowledgement is not required when an individual needs a reasonable accommodation on a repeated basis, for example, the assistance of sign language interpreters or readers. It is only required for the initial request. However, the employee must give adequate notice each time the accommodation is needed.

3. Determining Who Will Process the Request.

- a. Decision Maker. The person who processes the request for reasonable accommodation will be referred to as the decision maker. For employees, this role is fulfilled by the employee's first level supervisor. For applicants, the role can be fulfilled either by the CO/OIC or the senior Human Resources manager responsible for servicing the job vacancy. In addition, the servicing CRSP will be available as needed to provide guidance and assistance to employees and the decision maker.
- b. Backup Personnel. In the first level supervisor's absence, as a backup, the next available person above the supervisor in the chain of command would be responsible for continuing to receive, process, and/or serve as the decision maker on reasonable accommodation requests. The decision maker must ensure that persons with disabilities are informed about who has been designated as his/her backup. The time frames discussed below must not be suspended or extended because of the unavailability of a decision maker.

4. The Interactive Process.

- a. Initial Discussion. Once the decision maker receives a request for a reasonable accommodation, the 15 business day timeframe to make a decision begins. If additional information is needed in order to make a decision, the decision maker must engage with the requester. This is called the interactive process. During the interactive process, the individual requesting the accommodation and the decision maker interact to determine what, if any, accommodation should be provided, or to explore alternatives.
- b. Communication. Communication is a priority throughout the entire process. This involves the decision maker and the requesting employee or applicant taking a proactive approach in searching out and considering possible accommodations, including consulting appropriate resources for assistance. The employee or applicant requesting the accommodation must participate in the process of identifying an effective accommodation.

(1) As a first step in the process the decision maker will:

- (a) Inform the applicant or employee with a disability that he/she is the decision maker for the reasonable accommodation process;
- (b) Describe the details of the accommodation request process. This initial discussion should happen as soon as possible.

(2) In those cases where the disability, the need for accommodation, and the type of accommodation that should be provided are clear, extensive discussions are not necessary. The decision maker and requesting individual should maintain communication to ensure that there is a full and complete exchange of relevant information.

- (3) Ongoing communication is particularly important, especially in the event that the specific limitation, problem, or barrier is unclear; an effective accommodation is not obvious; or the parties are considering different solutions for providing reasonable accommodation.
- c. Third Party Request. When a third party makes a request for accommodation, the decision maker should, if possible, confirm with the applicant or employee with a disability that a reasonable accommodation has been requested before proceeding. It may not be possible to confirm the request if the employee has, for example, been hospitalized in an acute condition. In this situation, the decision maker will process the third party request and will consult directly with the individual needing the accommodation as soon as it is practicable. The individual may refuse to accept an accommodation that is not needed.
- d. Importance of Communication in Unclear Situations. Ongoing communication is particularly important, especially in the event that the specific limitation, problem, or barrier is unclear; an effective accommodation is not obvious; or the parties are considering different solutions for providing reasonable accommodation. In those cases where the disability, the need for accommodation, and the type of accommodation that should be provided are clear, extensive discussions are not necessary. Even so, the decision maker and requesting individual should maintain communication to ensure that there is a full and complete exchange of relevant information.
- e. Confidentiality. The decision maker or any other Coast Guard official who receives information associated with a request for reasonable accommodation may share information regarding that request with other agency officials (such as Legal and/or Human Resources) only when the agency officials need to know the information in order to make determinations about the reasonable accommodation request.
- f. Request for Reassignment. There are specific considerations in the interactive process when responding to a request for reassignment:
- (1) Reassignment should only be considered if no reasonable accommodation is available to enable the individual with a disability to perform the essential functions of his or her current position, or if the only effective accommodation would cause undue hardship. Reassignment must be considered as an accommodation prior to separating the employee from federal service.
 - (2) Reasonable efforts should be made in considering whether there are funded vacant positions available for reassignment; the decision maker should work with the appropriate servicing Human Resources Specialist and the employee requesting the accommodation to identify placement opportunities. Placement opportunities include:
 - (a) Coast Guard civilian positions for which the employee qualifies, which officials have reason to believe will become vacant over the following 60

calendar days and that are equivalent in terms of pay, grade, promotion potential, status, benefits, and geographic location to the employee's current position.

- (b) Lower-graded level Coast Guard civilian positions within the local commuting area for which the employee qualifies, which officials have reason to believe will become vacant over the following 60 calendar days, if no equivalent positions are available that are within the same commuting area as the employee's current position.
 - (c) Coast Guard civilian positions, either equivalent or lower level, for which the employee qualifies, outside the employee's current commuting area. As with other reassignments not required by management, the Coast Guard will not pay for relocation costs incurred by the employee.
- (3) In the case of multiple vacancies, while nothing prevents the Coast Guard from offering several reassignment opportunities, the Coast Guard is only obligated to offer one reassignment opportunity as a form of accommodation. If there are no vacant positions within the Coast Guard, a Department-wide search within the Department of Homeland Security is to be conducted as a reasonable accommodation of last resort. An employee must be qualified for the vacant position, with or without reasonable accommodation. Reassignment as a form of reasonable accommodation can only be offered to Coast Guard civilian employees and is not available as an accommodation for job applicants.
- (4) When no vacant positions are located within Coast Guard, the decision maker must contact the Office of Civilian Workforce Management (CG-122) to initiate the process of locating vacancies in other DHS Components. (Ref: DHS Directive 259-001-02 of Sep 2016).

5. Request for Medical Documentation.

- a. When a Disability is Not Obvious. The decision maker is entitled to know that an employee or applicant has a covered disability that requires a reasonable accommodation when the individual requests a reasonable accommodation. In some cases, the disability and the need for accommodation will be obvious, or already known, to the decision maker. In these cases, the decision maker will not seek any further medical information. However, when a disability and/or need for reasonable accommodation is not obvious, or otherwise already known to the decision maker, the individual may be required to provide reasonable medical documentation explaining the existence of the disability and the individual's functional limitations.
- b. Determination of Necessary Medical Documentation. The decision maker will evaluate the request and make a determination as to whether medical documentation is necessary. If it is necessary, the decision maker will:

- (1) Request information sufficient to substantiate that the individual has a covered disability and needs the reasonable accommodation requested, but will not request unrelated documentation.
 - (2) Seek documentation about the disability and/or functional limitations from the individual and/or ask the individual to obtain such information from an appropriate professional such as a doctor. In order to obtain the most helpful information, all requests for documentation should describe the nature of the job, the essential functions the individual is expected to perform, and any other relevant information. The decision maker may consult with all necessary servicing CRSPs, legal, and job accommodation resource offices in determining its necessity and appropriateness.
- c. Information Must Be Sufficient. If the information provided by the employee's health professional or volunteered by the individual requesting the accommodation is insufficient to enable the decision maker to determine whether an accommodation is appropriate, further information may be requested.
- (1) First, however, the decision maker will explain to the individual seeking accommodation, in specific terms: (i) why the information, which has been provided, is insufficient; (ii) what additional information is needed; and (iii) why the additional information is necessary for a determination on the reasonable accommodation request.
 - (2) The individual may then ask their health care professional or other appropriate knowledgeable professional to provide the additional information.
- d. Release for Consultation with Doctor. The decision maker may request that the individual requesting the accommodation sign a limited release form so that the agency may, thereafter, submit a list of specific questions to the individual's health care provider, or may otherwise contact the individual's doctor, if additional information is needed to process the accommodation request.
- e. Determination of Sufficiency of Documentation. If after a reasonable period of time there is still not sufficient information to demonstrate that the individual has a disability and needs a reasonable accommodation, the decision maker reserves the right to obtain a second opinion to verify physician diagnoses and/or opinions. In determining when a reasonable period of time has passed, the decision maker should consider factors such as the availability of the requestor's medical provider, communications between the requestor and the agency, or others factors that may contribute to a delay in obtaining the requested information.
- f. Unsolicited Medical Documentation. In some cases, the individual requesting the accommodation will supply medical documentation directly to the decision maker without being asked. In these cases, the decision maker will consider such documentation, and if additional documentation is needed, the decision maker will work with the appropriate officials as set forth in this Section.

- g. Choice of Reviewing Medical Expert. If the decision maker is unable to evaluate the necessity of an RA based on the submitted medical documentation, she/he, working in conjunction with the CO/OIC, and servicing human resources Specialist, will choose the medical expert to review the submitted medical documentation. Every effort will be made to choose a Coast Guard physician. If an outside physician is chosen, the cost of the review will be at Coast Guard's expense. The agency medical expert assessments may be used as a factor in determining the medical condition, and the reasonable accommodation options. However, this medical expert's assessment is not solely determinative.
 - h. Failure to Provide Necessary Medical Documentation. The decision maker must advise the employee or applicant who is requesting a reasonable accommodation that his or her failure to provide appropriate documentation or to cooperate in efforts to obtain such documentation can result in a denial of the request.
6. Confidentiality Requirements Regarding Medical Documentation Obtained in the Reasonable Accommodation Process.
- a. Confidentiality of Medical Documentation. Under the Rehabilitation Act, medical documentation obtained in connection with the reasonable accommodation process must be kept confidential regardless of whether the information was provided voluntarily or in response to a disability related question. This means that all medical documentation, including information about functional limitations and reasonable accommodation needs that the Coast Guard obtains in connection with a request for reasonable accommodation, must be kept in files separate from the individual's personnel file. It also means that any Coast Guard employee who obtains or receives such information is strictly bound by these confidentiality requirements.
 - b. Custody of Records. The PWDP Manager will maintain custody of all records obtained or created during the processing of a request for reasonable accommodation, including medical records, and will respond to requests for disclosure of the records. All records will be maintained in accordance with the Privacy Act and the requirements of 29 C.F.R. Part 1611.
 - c. Disclosure of Records. This confidential medical information may be disclosed only as follows:

 - (1) If a decision maker requests that the PWDP Manager obtain medical documentation, that decision maker may be told about necessary restrictions on the work or duties of the employee and about the necessity of providing the accommodation, but the PWDP Manager should only disclose medical information if necessary.
 - (2) First aid and safety personnel may be informed when appropriate, if the disability might require emergency treatment.
 - (3) Government officials may be given information necessary to investigate Coast Guard compliance with the Rehabilitation Act.

- (4) Human Resources Specialists may require information in accordance with any pending personnel actions.
- (5) Whenever medical information is disclosed, the individual disclosing the information must inform the recipients of the information about the confidentiality requirements that pertain to it.

7. Time Frame for Processing Requests and Providing Reasonable Accommodation.

a. Time Frame Depends on Nature of Request. The time limit for providing or denying an accommodation starts as soon as the accommodation is first requested. The Coast Guard will process a request for reasonable accommodation and provide an accommodation, where appropriate, in as short a timeframe as reasonably possible. The maximum time permitted is 15 business days. When a particular accommodation can be provided in less than the maximum amount of time permitted, failure to provide the accommodation in a prompt manner may result in a violation of the Rehabilitation Act. Decision makers must not interpret the maximum time frame to provide an accommodation as meaning that they should routinely take the full length of time allowed. The Coast Guard recognizes, however, that the time necessary to process a request will depend on the nature of the accommodation requested and whether it is necessary to obtain supporting information.

- (1) It is recognized that the need for medical documentation, to determine whether the requesting individual has a disability and/or to identify the individual's functional limitations, may not become apparent until after the interactive process has begun. If the decision maker believes it is necessary to obtain such medical documentation, he or she will make the request as soon as possible after receipt of the request for accommodation, but before the expiration of the 15-business day period. The 15-business day period is not paused while the decision maker determines if medical documentation is needed.
- (2) If the decision maker requests medical documentation, the 15-business day period is paused from the time the requestor is informed that the medical documentation is required and resumes when the medical documentation is provided to the decision maker. If, before the medical documentation is provided, the decision maker determines that medical documentation is no longer needed, the decision maker must continue processing the request.
- (3) Examples of accommodations that can easily be provided within this 15-business day time frame include:
 - (a) An employee with diabetes works in an area where employees are prohibited from having food at their desks. The employee requires food or drink to adjust his/her blood sugar. An exception to accommodate the employee may be made immediately.
 - (b) An employee with a learning disability asks that an agenda, which his supervisor distributes at the beginning of each staff meeting, be distributed

ahead of time because the disability makes it difficult to read and the employee needs more time to prepare.

- b. Expedited Processing. In certain circumstances, a request for reasonable accommodation requires an expedited review and decision in a time frame that is shorter than the 15 business days. These circumstances include where a reasonable accommodation is needed:
- (1) To enable an applicant to apply for a job. Depending on the timetable for receiving applications, conducting interviews, taking tests, and making hiring decisions, there may be a need to expedite a request for accommodation in order to ensure that an applicant with a disability has an equal opportunity to apply for a job. Therefore, the decision maker needs to move as quickly as possible to make a decision and, if appropriate, provide a reasonable accommodation.
 - (2) To enable an employee to attend a meeting scheduled to occur shortly. For example, an employee may need a sign language interpreter for a meeting scheduled to take place in 5 business days. In these instances, the following should be completed:
 - (a) If no supporting medical documentation is required and no extenuating circumstances apply, a request for reasonable accommodation must be processed and the accommodation, if granted, provided in no more than 5 business days from the date the decision maker receives the request, but sooner, if possible. Failure to meet this time frame solely because a decision maker delayed processing the request is not an extenuating circumstance. (See “Extenuating Circumstances” in this Section).
- c. Extenuating Circumstances. These are factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation. When extenuating circumstances are present, the time for processing a request for reasonable accommodation and providing the accommodation will be extended as reasonably necessary. The decision maker must notify the individual, in writing, of the reason for the delay and the approximate date on which a decision, or provision of the reasonable accommodation, is expected. Any further developments or changes should also be communicated promptly to the individual. Extensions based on extenuating circumstances must be limited to circumstances where they are strictly necessary. All decision makers are expected to act as quickly as reasonably possible in processing requests and providing accommodation. If there is a delay in providing an accommodation that has been approved, the decision maker must investigate whether temporary measures can be taken to assist the employee until the approved accommodation can be permanently provided. The following are examples of extenuating circumstances:
- (1) There is an outstanding initial or follow-up request for medical documentation or the CO/OIC is evaluating medical documentation that has been provided;

- (2) The accommodation requires new staff to be hired or contracted or contracted or an accommodation involves the removal of architectural barriers; and
 - (3) Acquisitions must be made as soon as reasonably possible. If the acquisition authority believes that there is a policy or law against providing an accommodation, they must raise the matter with an appropriate authority immediately. Failure to provide an accommodation due to a mistaken understanding of law could result in a violation of the Rehabilitation Act. These are some examples of extenuating circumstances involving acquisitions:
 - (a) The purchase of equipment may take longer than 15-business days because of requirements under Federal Acquisition Regulations and/or DHS acquisition policies and procedures;
 - (b) Equipment must be back-ordered, the vendor typically used by the Coast Guard for goods or services has unexpectedly gone out of business or the vendor cannot promptly supply the needed goods or services and another vendor is not immediately available; and
 - (c) The employee with a disability needs to work with the equipment on a trial basis to ensure that it is effective before the Coast Guard purchases it.
 - d. Accommodation on a Temporary Basis. There may be occasions when it is prudent to provide an accommodation on a temporary basis. The employee must be clearly informed that they are being provided accommodation only on a temporary, interim basis. Examples include:
 - (1) There may be a delay in receiving adaptive equipment for an employee with a vision disability. During the delay, the decision maker might arrange for other employees to act as readers. This temporary measure may not be as effective as the adaptive equipment, but it will allow the employee to perform as much of the job as possible until the equipment arrives.
 - (2) If there is a delay which is attributable to the need to obtain or evaluate medical documentation and a determination has not been made that the individual is entitled to an accommodation, the Coast Guard may provide an accommodation on a temporary basis. In such a case, the decision maker will notify the individual in writing that the accommodation is being provided on a temporary basis pending a decision on the accommodation request. The decision maker must ensure that such temporary measures do not replace long-term accommodation and that all necessary steps to secure the long-term accommodation are being taken.
 - (3)(3)
8. Granting of a Reasonable Accommodation Request.
- a. As soon as the decision maker determines that a reasonable accommodation will be provided, that decision should be communicated to the individual and the CO/OIC,

absent extenuating circumstances, within 15 business days of the request, using the Reasonable Accommodation Decision and Reporting Form (CG-6081).

- b. If the accommodation cannot be provided within that time frame, the decision maker must inform the individual, and the CO/OIC, in writing, of the projected time frame for providing the accommodation.

9. Denial of a Reasonable Accommodation Request.

- a. As soon as the decision maker determines that a request for a reasonable accommodation will be denied, he or she must complete the Reasonable Accommodation Decision and Reporting Form (CG-6081). The decision maker must inform the individual and the CO/OIC, in writing, within 15 business days of the request, absent extenuating circumstances. The explanation for the denial should be written in plain language clearly stating the specific reasons for the denial.
- b. Where the decision maker has denied a specific requested accommodation, but offered an alternate accommodation that was not agreed upon during the interactive process, the denial notice should explain the reasons for denying the requested accommodation and why the decision maker believes the alternate accommodation would be effective.
- c. Reasons for the denial of a request for a reasonable accommodation may include the examples listed below. Keep in mind that the actual notice to the individual must include specific reasons for the denial, for example, why the accommodation would not be effective or why it would result in undue hardship:
 - (1) The requested accommodation would not be effective.
 - (2) Providing the requested accommodation would result in undue hardship. Before reaching this determination, the decision maker must have explored other effective accommodation options that would not impose undue hardship and, therefore, could be provided. A determination of undue hardship means that the Coast Guard finds a specific accommodation would be prohibitively costly, extensive, substantial, or disruptive, or that it would fundamentally alter the nature or operation of business. When considering costs, the Equal Employment Opportunity Commission considers the overall impact to the Department of Homeland Security, not the costs to a specific Coast Guard unit. Contact the servicing CRSP for possible resources. Findings of undue hardship must be favorably endorsed by the servicing Legal office.
 - (3) Medical documentation is inadequate to establish that the individual has a disability and/or needs a reasonable accommodation.
 - (4) The requested accommodation would require the removal of an essential job function.
 - (5) The requested accommodation would require the lowering of a performance or production standard.

- d. The written notice of denial also informs individuals that they have the right to file an EEO Complaint within 45 calendar days and may have rights to pursue administrative or negotiated grievance procedures. The decision maker must review applicable collective bargaining agreements and the administrative grievance procedure to determine if grievance procedures apply. The written notice of denial must also explain procedures for informal dispute resolution. Inaction on the part of the decision maker in processing a reasonable accommodation request will be considered a denial of the request.
 - e. If individuals do not agree with the denial, they may submit a request for reconsideration to the decision maker, in writing, within 5 business days of receiving the written notice of denial. Individuals may present additional information in support of their request for reconsideration within 5 business days of submitting the request.
10. Appeals to the PWDP Manager.
- a. If the decision maker does not reverse the denial decision, individuals may submit an appeal of the decision to the PWDP Manager, in writing, within 10 business days of receiving the reconsideration decision. The PWDP Manager will issue a response to individuals within 10 business days of receipt of the appeal. Pursuing dispute resolution procedures, including seeking a request for reconsideration or an appeal, does not affect the time limits for initiating statutory and collective bargaining claims. The participation of individuals in any dispute resolution process does not satisfy the requirements for bringing a claim under EEO, or administrative, or negotiated grievance procedures. Information regarding submission of an appeal is outlined on the Reasonable Accommodation or Personal Assistance Service Decision and Reporting Form, CG-6081.
 - b. Determination of Appropriateness of Documentation. If an appeal of the RA denial has been made, the PWDP Manager will inform the decision maker whether the medical documentation demonstrates that a reasonable accommodation is appropriate and provide, if necessary, any additional information about the individual's functional limitations.
11. Information Tracking and Reporting.
- a. Form Requirements. The decision maker must report all reasonable accommodation requests, granted and denied, to the servicing CRSP. The decision maker must complete the Reasonable Accommodation Decision and Reporting Form (CG-6081), and submit a copy to the requesting employee and to the servicing CRSP within 15 business days of the decision. Information received by the decision maker as part of processing the request must be maintained locally for a period of five years.
 - b. Record Maintenance. The PWDP Manager will maintain these records for the length of the employee's tenure with the Coast Guard or 5 years, whichever is greater.
 - c. Reasonable Accommodation Report. The servicing CRSP will prepare quarterly reports on reasonable accommodation requests, approvals, and denials, and forward it

to the PWDP Manager. The PWDP Manager will annually prepare a consolidated Coast Guard-wide report, to be submitted to the DHS Office of Civil Rights and Civil Liberties (DHS CRCL), which will be made available to all employees. This report will contain the following information:

- (1) The number of reasonable accommodation requests, by type, which have been requested during the application process and whether those requests have been granted or denied.
- (2) The jobs, including occupational series and grade level codes, for which reasonable accommodations have been requested.
- (3) The types of reasonable accommodation that have been requested for each of those jobs.
- (4) The number of reasonable accommodation requests, by type, for each job that have been approved.
- (5) The number of accommodation requests, by type, for each job, that have been denied.
- (6) The number of requests for reasonable accommodation, by type, that relate to the benefits or privileges of employment and whether those requests have been granted or denied.
- (7) The reasons for denial of requests for reasonable accommodation.
- (8) The amount of time taken to process each request for reasonable accommodation.
- (9) The sources of technical assistance that have been consulted in trying to identify possible provisions of reasonable accommodation.
- (10) The identity of the deciding official for each reasonable accommodation request.
- (11) Provide a qualitative assessment of the Coast Guard reasonable accommodation policy and procedures, and include recommendations for improvement.

E. Accessibility and Inquiries.

1. Accessibility of Reasonable Accommodation Procedures. These procedures are available for applicants for employment and employees in written and accessible formats. Requests may be made with the individual's applicable Decision Maker.
2. Inquiries. An employee seeking further information concerning these procedures, the final decision regarding his/her reasonable accommodation request, or the status of his/her reasonable accommodation request, may contact the PWDP Manager at CivilRightsRA@uscg.mil.

F. Reasonable Accommodation Definitions.

1. Accessible. Enter, operate, participate in, or use safely, independently and with dignity by a person with a disability (i.e., site, facility, work environment, service or program).
2. Appeal Process. Any voluntary mechanism through which an individual can request reconsideration of a denial of a reasonable accommodation, regardless of whether the person has entered the EEO complaint process.
3. Decision Maker. The person who processes the request for accommodation. This role can be fulfilled by one of the following officials: A human resources manager (for applicants only); an employee's immediate supervisor/manager, and CO/OIC or a manager in the employee's chain of command. The decision maker may consult with the agency medical expert, human resources, Legal, and their Civil Rights Service Providers, to determine if an individual has a medical condition that substantially limits a major life activity and is eligible for reasonable accommodation.
4. Denial. Decision maker makes an informed decision to deny the employee's specific reasonable accommodation and either does not offer an alternate in its place, or the alternate accommodation that is offered is declined by the employee.
5. Disability. For the purposes of providing a reasonable accommodation, "disability" is defined as a physical or mental impairment that substantially limits one or more of the major life activities or a record (or past history) of such an impairment.
6. Essential Functions. The fundamental job duties of the position the individual with a disability holds or desires. It does not include the marginal functions of the position. A job function may be considered essential for any of several reasons, including but not limited to: (i) the reason the position exists is to perform that function; (ii) there are a limited number of employees available among whom the performance of that job function can be distributed; and/or (iii) the function may be highly specialized so that the incumbent in the position is hired for his or her expertise or ability to perform the particular function. Evidence of whether a particular function is essential includes, but is not limited to: (i) the employer's judgment as to which functions are essential; (ii) written job descriptions prepared before advertising or interviewing applicants for the job; (iii) the amount of time spent on the job performing the function; (iv) the consequences of not requiring the incumbent to perform the function; (v) the terms of a collective bargaining agreement; and/or (vi) the work experience of similar jobs.
7. Extenuating Circumstances. Factors that could not reasonably have been anticipated or avoided in advance of the request for accommodation or situations in which unforeseen or unavoidable events prevent prompt processing and delivery of an accommodation (e.g., identified software is not compatible with existing equipment).
8. Genetic Information. As defined by the Genetic Information Nondiscrimination Act (GINA) of 2008, genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, information about the manifestation of a disease or disorder in an individual's family members (i.e., family

medical history), an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by an individual or a family member of the individual, and genetic information of a fetus carried by an individual or an individual's family member, or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

9. Granted. The decision maker makes an informed decision to approve the employee's specific reasonable accommodation request or an alternative accommodation that both the employee and manager believe will be effective.
10. Individual with a Disability. An individual who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such impairment.
11. Interactive Process. The process by which the individual requesting an accommodation and the decision maker discuss the request for accommodation, determine whether an accommodation will be provided, and examine potential alternative accommodations.
12. Major Life Activities. Major life activities include, but are not limited to: (i) caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working; and (ii) the operation of a major bodily function, including functions of the immune system, special sense organs and skin; normal cell growth; and digestive, genitourinary, bowel, bladder, neurological, brain, respiratory, circulatory, cardiovascular, endocrine, hemic, lymphatic, musculoskeletal, and reproductive functions. The operation of a major bodily function includes the operation of an individual organ within a body system. In determining other examples of major life activities, the term "major" shall not be interpreted strictly to create a demanding standard for disability. Whether an activity is a "major life activity" is not determined by reference to whether it is of "central importance to daily life."
13. Personal Assistance Services. Assistance with performing activities of daily living that an individual would typically perform if he or she did not have a disability, and that is not otherwise required as a reasonable accommodation, including, for example, assistance with removing and putting on clothing, eating, using the restroom, pushing a wheelchair or assisting someone with getting into or out of a vehicle at the worksite.
14. Physical or Mental Impairment. (1) Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more body systems, such as neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genitourinary, immune, circulatory, hemic, lymphatic, skin, and endocrine; or (2) any mental or psychological disorder, such as an intellectual disability (formerly termed "mental retardation"), organic brain syndrome, emotional or mental illness, and specific learning disabilities.
15. Qualified Individual with a Disability. The individual with the disability satisfies the requisite skill, experience, education and other job-related requirements of the position

such individual holds or desires and, with or without reasonable accommodation, can perform the essential functions of such position.

16. Reasonable Accommodation.

- a. Modifications or adjustments to a job application process that enable a qualified applicant with a disability to be considered for the position such qualified applicant desires.
- b. Modifications or adjustments to the work environment, or to the manner or circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to perform the essential functions of that position.
- c. Modifications or adjustments that allow a Coast Guard employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by other similarly situated employees without disabilities.
- d. Reasonable accommodation may include but is not limited to: (i) making existing facilities used by employees readily accessible to and usable by persons with disabilities; (ii) job restructuring; (iii) part-time or modified work schedules; (iv) reassignment to a vacant position; (v) acquisition or modifications of equipment or devices; (vi) appropriate adjustment or modifications of examinations, training materials, or policies; (vii) the provision of qualified readers or interpreters; and (viii) other similar accommodations for persons with disabilities.
- e. To determine the appropriate reasonable accommodation, it is necessary for Coast Guard responsible officials to initiate an informal, interactive process with the individual with a disability in need of the accommodation. This process should identify the precise limitations resulting from the disability and potential reasonable accommodations that could overcome those limitations.

17. Reassignment. Reasonable accommodation of last resort, that, absent undue hardship, is provided to employees (not applicants) who, because of a disability, can no longer perform the essential functions of their job, with or without reasonable accommodation. Reassignments are made only to funded vacant positions and for employees who are qualified to fill and are willing to accept the vacant position. If the employee is qualified for the position, he/she will be reassigned to the position and will not have to compete. If he/she declines a valid reassignment offer, the case must be referred to the servicing human resources specialist in the Office of Civilian Workforce Relations (CG-124) with all relevant documentation.

18. Regarded as Having Impairment. An individual is: “regarded as having an impairment” if the individual is believed to have a physical or mental impairment that substantially limits a major life activity, even if the individual does not.

19. Targeted Disability. Targeted disabilities are a subset of conditions that would be considered disabilities under the Rehabilitation Act. The federal government has

recognized that qualified persons with certain disabilities face significant barriers to employment, which for some people may include lack of access to PAS in the workplace, that are above and beyond the barriers faced by people with the broader range of disabilities. The federal government calls these “targeted disabilities.” A list of targeted disabilities can be found on the Office of Personnel Management Standard Form 256 at https://www.opm.gov/forms/pdf_fill/sf256.pdf. Note, however, that not everyone with a targeted disability will be entitled to PAS under the new regulations, because only some persons with targeted disabilities require assistance with basic activities such as eating and using the restroom. Medical conditions that are more likely to result in the need for PAS include, for example, missing limbs or paralysis due to spinal cord injury.

20. Undue Hardship. Undue hardship means significant difficulty or expense and focuses on the resources and circumstances of the particular employer in relationship to the cost or difficulty of providing a specific accommodation. Undue hardship refers not only to financial difficulty, but to reasonable accommodations that are unduly extensive, substantial, or disruptive, or those that would fundamentally alter the nature or operation of the business. An employer must assess on a case-by-case basis whether a particular reasonable accommodation would cause undue hardship. An employer must assess, on a case-by-case basis, whether a particular reasonable accommodation would cause undue hardship. In determining whether an accommodation would impose an undue hardship on Coast Guard, factors to be considered include: (i) the nature and net cost of the accommodation needed under this part, taking into consideration the availability of tax credits and deductions, and/or outside funding; (ii) the overall financial resources of the facility or facilities involved in the provision of the reasonable accommodation, the number of persons employed at such facility, and the effect on expenses and resources; (iii) the overall financial resources of the covered entity, the overall size of the business of the covered entity with respect to the number of its employees, and the number, type and location of its facilities; (iv) the type of operation or operations of the covered entity, including the composition, structure and functions of the workforce of such entity, and the geographic separateness and administrative or fiscal relationship of the facility or facilities in question to the covered entity; and (v) the impact of the accommodation upon the operation of the facility, including the impact on the ability of other employees to perform their duties and the impact on the facility’s ability to conduct business.

G. Personal Assistance Services (PAS).

1. Legal Requirement. The Equal Employment Opportunity Commission amended 29 C.F.R. Part 1614.203, the regulation that provides implementation of Section 501 of the Rehabilitation Act of 1973. This law prohibits the Federal Government from discriminating in employment on the basis of disability and requires it to engage in affirmative action for persons with disabilities. This amendment requires the Coast Guard to provide PAS to persons with targeted disabilities, in addition to other reasonable accommodations, unless doing so would impose an undue hardship on the agency.
2. Personal Assistance Services for Daily Living. Personal Assistance Services is a government term for providing help with performing activities of daily living that an individual would typically perform if not for his/her disability. Some examples include

assistance with removing and putting on clothing, eating, using the restroom, powering a wheelchair or entering and exiting vehicles or worksites.

3. **PAS Do Not Include Assistance with Job Functions.** Personal Assistance Services (PAS) do not help individuals with targeted disabilities perform their specific job functions, such as reviewing documents or answering questions that come through a call-in center. PAS differ from the typical “Reasonable Accommodations” discussed in the beginning of this chapter that help individuals perform job-related tasks, such as providing a sign language interpreters or a reading aide.

| Typical Reasonable Accommodations: | Personal Assistance Services: |
|---|---|
| <ul style="list-style-type: none"> • It is a non-discrimination requirement under the Rehabilitation Act. • It provides job-related services to enable persons with disabilities to perform job and employment functions. • It provides accommodations to perform job duties, such as: special software, sign language interpreters, ergonomic keyboards and chairs, and mobility devices. | <ul style="list-style-type: none"> • It is an Affirmative Action obligation that goes beyond non-discrimination requirements under the Rehabilitation Act. • It enables persons with targeted disabilities to participate in the workforce. • It does not provide services to allow persons with disabilities to complete job-related functions. • It provides assistance with activities of daily living, such as: removing and putting on clothing, eating, and using the restroom. |

Table 6-1: Personal Assistance Service v. Typical Reasonable Accommodations

4. **Eligibility.** The Coast Guard is only required to provide PAS to an individual if:
 - a. The individual is an employee of the agency;
 - b. The individual has a targeted disability;
 - c. The individual requires the services because of his or her targeted disability;
 - d. The individual is able to perform the essential functions of the job, without posing a direct threat to safety, once PAS and any required reasonable accommodations have been provided; and
 - e. Providing PAS will not impose undue hardship on the agency.
5. **PAS Request Process.** The process for a PAS request and a reasonable accommodation request are the same. Furthermore, both processes utilize the same forms. The reasonable accommodation request process is discussed earlier in this chapter.

6. Denial of Personal Assistance Services. The Coast Guard is only required to provide PAS to requesting employees who are entitled to them under the regulation. As such, the Coast Guard can deny PAS requests when:
 - a. The requestor is not an employee of the agency;
 - b. The requestor does not have a targeted disability;
 - c. The targeted disability does not create a need for PAS;
 - d. The requester is not able to perform the essential functions of the job, even with PAS and any reasonable accommodations;
 - e. The requester would create a direct threat to safety on the job, even with PAS and any reasonable accommodations; or
 - f. Providing PAS would impose undue hardship on the agency.
7. Confidentiality. PAS information is protected under the Privacy Act. All information must be kept confidential and released only to those with a need to know.
8. Information Tracking and Reporting. Personal Assistance Services shall be tracked and reported in a similar manner as reasonable accommodations.

E. Alternative Dispute Resolution (ADR).

1. Definition of ADR. ADR is a process in which a third party neutral (an impartial party who has no stake in the outcome of the proceeding) assists disputing parties with reaching an amicable resolution through the use of various informal methods. The Coast Guard's ADR program offers a variety of approaches, with mediation as the most common process of choice. Resolving disputes is an essential aspect of the administrative complaint process. ADR is encouraged not only as a means of accomplishing prompt resolution, but also as a way to improve workplace communication, raise morale, and return focus to the mission.
 - a. ADR is encouraged during the pre-complaint process, and must be explored before an individual may file a formal complaint. ADR is also available throughout the complaint process. However, in each case, the offer of ADR is subject to servicing CRSP determination of appropriateness.
 - b. Whenever the Coast Guard determines that ADR is appropriate in a particular case, and the employee elects ADR, managers and supervisors are required to participate and make every reasonable effort to resolve the dispute. ADR may also be used for workplace disagreements that do not involve allegations of discrimination. If a ADR is used for a non-EEO related workplace disagreement and bargaining unit employees are involved, the CRSP will contact the servicing workforce employee relations specialist to address labor relations matters.
 - c. All Third Party Neutrals must receive at least 24 hours of ADR training prior to conducting an ADR session. CRD will determine training needs and coordinate this effort.
2. The ADR Request – Formal Complaint. The formal complaint stage offers several opportunities to participate in ADR:
 - a. The formal complaint form offers the complainant the opportunity to participate in ADR.
 - b. The ADR offer is repeated when the Regional Civil Rights Director acknowledges receipt of the formal complaint.
 - c. If a claim is accepted for investigation, the complainant is offered ADR in the acceptance letter.
 - d. When the ROI and Election letter are issued, complainant again is offered an opportunity to request ADR.
 - e. If complainant requests ADR, the Regional Civil Rights Director consults with command/management to determine suitability and an agreement to participate in ADR. A request for ADR in top the formal complaint stage will not prevent the agency from continuing the processing of the complaint in accordance with regulatory timelines prescribed by EEOC Management Directive 110.

3. Remedies Available Through ADR. ADR provides the parties with the opportunity to agree upon remedies that are tailored to address specific situations and areas of concern. This enables parties to mutually agree on creative solutions that would not otherwise be available.
 - a. Remedies most often are nonmonetary solutions that improve the aggrieved party's work environment or terms and conditions of employment such as, but not limited to, professional development opportunities, supervisor training, leadership training, schedule changes, restored leave, priority consideration, and modifications of performance evaluations. In some cases agreement terms may include monetary remedies.
 - b. Some remedies available to civilian employees are unavailable to military members, based on different rules, codes, regulations, and policies for making the aggrieved party whole.
4. Resolution and Settlement Options. A manager with settlement authority, or delegated settlement authority, and the aggrieved party participate in the ADR process. The parties may have their respective representatives participate as well. All CRSPs, EEO/EO Counselors, or external neutrals serve as facilitators only. They do not have decision-making authority. Through facilitated discussions, the parties establish settlement terms. The terms are reduced to writing and signed. A settlement agreement is legally binding.
 - a. In all cases, the CO/OIC, or another appropriate management official, must review and approve any proposed settlement agreements. They must also be notified of the outcome of all discussions between the parties that may result in further proceedings in either the pre-complaint or formal complaint processes, including ADR.
 - b. Prior to entering settlement agreements that involve the expenditure of agency funds greater than two thousand dollars (\$2000), personnel actions, or any other management action that lies outside the scope of management authority, management is required to consult with appropriate agency officials, e.g., Office of General Law, Human Resource Directorate, etc.
 - c. All settlement agreements involving EEO/EO will be monitored and enforced by CRD and DHS CRCL.
5. Remedies Available to Military Members. The remedies available to military members through the discrimination complaint process are limited to make whole relief that would place them where they would have been in the absence of the alleged discrimination. They may not obtain actual or compensatory damages, costs, or attorney's fees and may not be awarded promotions or pay unless improperly withheld. Furthermore, only the Board of Corrections for Military Records (BCMR) may alter records of military personnel. Before being presented to the aggrieved parties, informal resolutions that include awards, assignments, promotions, or pay for military members must be reviewed and approved by the appropriate CO/OIC, and the Coast Guard Personnel Service Center (CGPSC). Copies of all EO settlement agreements must be forwarded to Solutions and Complaints Division (CG-00H-2S) upon finalization.

6. Remedies Available to Civilian Employees and Applicants for Employment. The employee and or applicant for employment may be offered either the position applied for, only if available, or an equivalent position if it is clear that person would have occupied the position but for the alleged discrimination. Other remedies may include, back pay, front pay, reasonable attorney's fees and costs, awards of compensatory damages, and other forms of equitable relief not to exceed the amount the aggrieved party would be entitled to if discrimination were actually found.
 - a. Settlement offers that include back pay, reasonable attorney's fees and costs, or personnel actions for civilian employees require pre-approval from Human Resources and the office of General Counsel, review by the Civil Rights Directorate, and the CO/OIC should be in agreement.
 - b. Copies of all EEO settlement agreements must be forwarded to Solutions and Complaints Division (CG-00H-2S) upon finalization.

7. Confidentiality. Confidentiality is an important aspect of the ADR process, whereas the Administrative Dispute Resolution Act requires parties to maintain confidentiality of communications prepared for the purpose of ADR (with certain exceptions). The parties' agreement to keep ADR session discussions confidential encourages candid and open conversation about the matters in dispute. Parties are entitled to confidentiality during the ADR process as follows:
 - a. Nothing said or given to the Third Party Neutral in confidence during separate meetings with individual parties may be voluntarily disclosed or offered into evidence in a future legal proceeding, unless all parties and the Third Party Neutral agree in writing.
 - b. There will be no written records of the ADR sessions.
 - c. Facts discovered during ADR will not become a part of the official complaint record.
 - d. The Management Representative may consult with Legal and/or Human Resources for questions regarding the legality or enforceability of proposed settlement provisions.
 - e. At the conclusion of ADR discussions, the Third Party Neutral will destroy all notes taken.

8. Exceptions to ADR Confidentiality. Confidentiality does not extend to threats of imminent harm to any person or property, any physical violence during the ADR session, or criminal activity. A settlement agreement that is developed as part of the ADR process becomes a record document once signed by the parties. The neutral facilitator may be required by subpoena to disclose information necessary to:
 - a. Prevent a manifest injustice.
 - b. Help establish a violation of law, or

- c. Prevent serious harm to the public health or safety.
9. Stages of the ADR Process. The ADR process includes the following stages:
- a. The ADR Election (Pre-Complaint) or ADR Request (Formal).
 - b. The ADR suitability determination.
 - c. Command/management representative with settlement authority identification.
 - d. The ADR preparation.
 - e. The ADR session.
 - f. Settlement agreement.
 - g. Coordination of resolution terms.
 - h. Implementation of agreement terms.
 - i. Compliance monitoring.
10. Request and Preparation Phases: Roles and Responsibilities. The following describes the roles and responsibilities of the participants in the ADR request and preparation phases:
- a. Aggrieved party/complainant elects ADR during the pre-complaint and formal complaint processes, informs CRSP of designated representative, cooperates during ADR proceedings, and participates in good faith.
 - b. The CRD Headquarters provides technical advice to CRSPs on ADR matters, consults with Regional Civil Rights Directors on appropriateness assessments and resolution potential, advises and provides direction to command officials on ADR matters including consultation with his or her servicing HR official and servicing legal office, provides ADR services in complex or sensitive cases, monitors and maintains records of all ADR activity, monitors compliance with resolution agreements, and responds to DHS CRCL regarding noncompliance allegations.
11. Civil Rights Service Providers:
- a. The EEO Specialists/EO Advisor serves as a CRSP within their AOR, who explains ADR to the aggrieved party and provides written information about ADR, receives the ADR Election or ADR Request, consults with the Civil Rights Zone Manager or Regional Civil Rights Director regarding the matters appropriateness for ADR, identifies command/management representative, arranges for a third party neutral, serves as a third party neutral in some cases, coordinates ADR Session scheduling and any requested reasonable accommodations, contacts the Office of General Law and/or Human Resources to coordinate review of settlement terms, prepares resolution agreement for

signature (or prepares notice of right to file if ADR fails, records any corrective actions and closes the file).

- b. The Civil Rights Zone Manager serves as the lead CRSP within their AOR, who advises command/management on ADR policy and process, makes ADR appropriateness assessments in consultation with the Regional Civil Rights Director, serves as neutral facilitator for ADR sessions, assures timely coordination of ADR sessions, assures the Office of General Law and/or Human Resources review of settlement terms, reviews final resolution agreement, oversees prompt implementation of resolution agreement, and monitors and documents resolution agreement compliance.
 - c. The Regional Civil Rights Director serves as the senior CRSP within their AOR who advises command/management on ADR policy and process, makes ADR appropriateness assessments, designates third party neutrals for AOR, reviews ROIs to identify early resolution potential, consults with CRD Headquarters and senior management on ADR matters, coordinates ADR sessions for formal complaints, transmits results of all ADR efforts to CRD Headquarters.
 - d. The Third Party Neutral explains the ADR process to the parties, obtains Participation and Confidentiality Agreement and form resolution agreement, conducts the ADR session, assures preparation of the resolution agreement for review and execution by the parties, and informs Civil Rights Zone Manager or Regional Civil Rights Director of ADR outcome.
 - e. The Command/Management Representative will arrange for the logistics of the ADR session, including a suitable location and any funding for third party neutral fees or travel. The Command/Management Representative may consult with the Office of General Law and civilian personnel specialist for advice on the nature and scope of resolution options.
 - f. The DHS CRCL monitors settlement implementations and addresses all non-compliance notifications.
12. Legal and Personnel Consultation and Authorization. Prior to entering settlement agreements that involve the expenditure of agency funds greater than two thousand dollars (\$2,000.00), management must consult with the Office of General Law. When the dispute concerns a civilian employee which involves a personnel action, management must consult with the servicing human resources specialist in the Office of Civilian Workforce Relations (CG-124). The appropriate Coast Guard legal counsel for advice on legal sufficiency of resolution options and proposed resolution terms is the legal counsel of the unit from which the dispute comes, the Legal Service Center, or the Office of General Law. When the dispute concerns a military member, the appropriate personnel reviewing authority for advice on proposed resolution terms is the CO/OIC.

13. The ADR Suitability Factors. Although not exhaustive, the following lists of factors may be helpful in determining whether ADR is appropriate for a particular dispute. No single factor is necessarily determinative.
 - a. Factors suggesting that ADR is appropriate.
 - (1) Availability of an identifiable command/management official with authority to grant the relief requested or that would make the aggrieved party whole.
 - (2) The aggrieved party's preference for resolving the dispute rather than punishing the other person.
 - (3) The parties' interest in maintaining a continuing relationship.
 - (4) The likelihood that the parties would benefit from intervention by a trained mediator to keep them focused on issues and resolution options.
 - b. Factors suggesting that ADR is inappropriate.
 - (1) The dispute does not involve any allegation of discrimination in violation of the anti-discrimination statutes enforced by the Equal Employment Opportunity Commission or in violation of the Coast Guard's policy against discrimination in membership or employment.
 - (2) The dispute implicates collectively bargained rights and/or has substantial potential effect on non-parties.
 - (3) The only conceivable resolution options would set significant legal or policy precedents.
 - (4) The aggrieved party has similar/related EEO/EO claims pending.
 - (5) The dispute involves allegations of waste, fraud, or abuse.
 - (6) The dispute involves alleged criminal activity or violations of the Uniform Code of Military Justice.
 - (7) The aggrieved party requires a finding of fault or culpability to be made.
 - c. ADR Appropriateness. The decision on the appropriateness of the case for ADR must not be the basis for any EEO/EO complaint.
14. Essential Elements of Settlement Agreements. The typewritten settlement agreement must specify:
 - a. The name of the aggrieved party.

- b. The matter being resolved identified by: issue, basis, case number and the date pre-complaint counseling was initiated if the matter is at the pre-complaint stage; or docket number if the matter is a formal complaint that is pending a hearing with EEOC or District Court.
 - c. A statement that the aggrieved party and the Coast Guard voluntarily enter into the agreement.
 - d. The effective date of agreement, including whether effectiveness is contingent upon expiration of a specific period for review of resolution terms by appropriate legal counsel and personnel reviewing authorities.
 - e. What will happen if subsequent review determines that the terms of the agreement are inconsistent with:
 - (1) Applicable laws and regulations; collective bargaining agreements; Coast Guard policy; or cannot be completed within the agreed timeframe.
 - (2) The procedures for addressing alleged noncompliance with resolution terms.
15. Legal and Personnel Review of Resolution Terms. Prior to entering settlement agreements that involve the expenditure of agency funds greater than two thousand dollars (\$2,000.00), personnel actions, or any other management action that lies beyond the scope of management's authority, management must consult with the Office of General Law. If the matter involves a personnel action, management should consult with Human Resource Directorate as well. Prior to a planned ADR meeting the CRSP and/or Third Party Neutral should arrange for the appropriate reviewing authorities to be on call to render a timely review (in-person, by telephone, or by email).
16. Post-ADR Roles and Responsibilities. The following describes the roles and responsibilities of participants in the post-ADR phase of the ADR process:
- a. The CRD Headquarters monitors and maintains records of all ADR activity; coordinates with contract mediator on contractual matters.
 - b. The ADR Facilitator reconvenes ADR to reformulate or renegotiate terms, or terminates ADR process if resolution terms cannot be implemented as written.
 - c. The Regional Civil Rights Director serves as senior Civil Rights Manager for their AOR at the regional level over the zones; is accountable for effective and timely resolution of discrimination allegations; transmits results of all ADR efforts to CRD.
 - d. The Civil Rights Zone Manager serves as senior Civil Rights Manager for their AOR at the zone level under the region; is accountable for effective and timely attempts at resolution; facilitates aggrieved party's return to the complaint process if resolution efforts are unsuccessful.

- e. The Aggrieved party returns to pre-complaint or formal discrimination complaint process for issuance of Notice of Right to File Discrimination Complaint if resolution efforts are unsuccessful.
17. Allegations of Breach of Resolution Agreement and Remedies. If the aggrieved party or complainant believes the agency has not complied with any of the settlement terms, they must notify Department of Homeland Security Office for Civil Rights and Civil Liberties (DHS CRCL) in writing within 30 calendar days after they knew or should have known of the alleged noncompliance. DHS CRCL will make inquiry to CRD Headquarters and request response to the allegations. The Civil Rights Directorate will coordinate the response to DHS CRCL.
- a. Civilian aggrieved parties/complainants may also appeal to the EEOC for a compliance determination if DHS CRCL does not issue a determination within 30 calendar days of its receipt of the allegations of noncompliance.
 - b. If DHS CRCL makes a determination of noncompliance and the aggrieved party/complainant requests enforcement of the agreement term, then aggrieved party/complainant is required to relinquish any benefits received under the resolution agreement, including return of any funds paid.
18. The ADR Process Flowchart. The flow chart Figure 5-2 on the following page describes the ADR process. The ADR Process Flow chart is a general ADR process and does not replace informal ADR requirements for civilian and military members.

U.S. Coast Guard Alternative Dispute Process

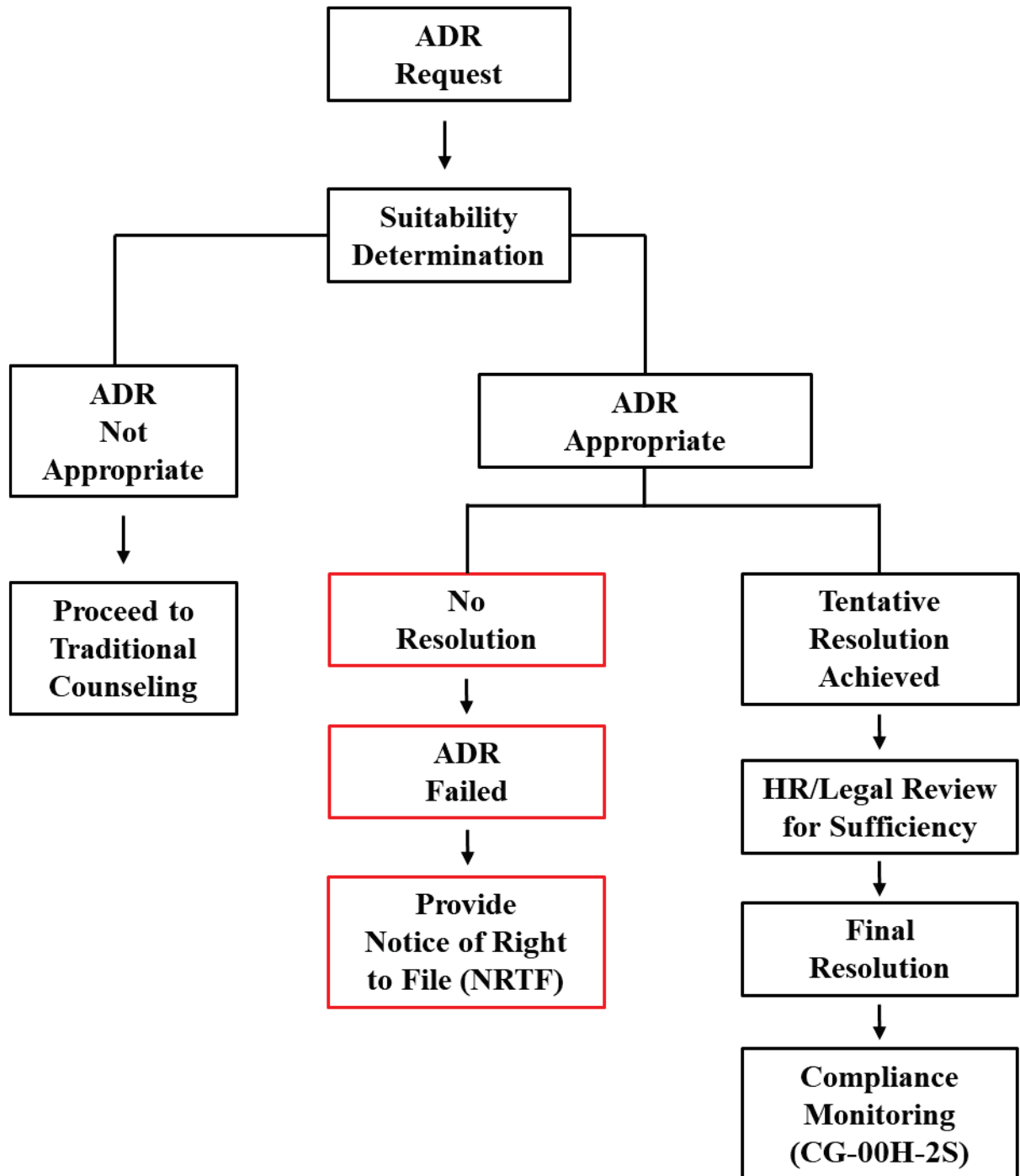


Figure 5-2: Alternative Dispute Resolution (ADR)

Optional Documents



THE COMMANDANT OF THE UNITED STATES COAST GUARD
Washington, DC 20593

DIVERSITY and INCLUSION POLICY STATEMENT

The Coast Guard total workforce is the heartbeat of our Service. Without our people, steel does not move, lives are not saved, and our national safety, security and prosperity are at risk. The variable and unpredictable challenges presented by a changing world demand creative thinking at every level of the organization. A team of people with diverse experiences, perspectives, and ideas is better equipped to succeed than a team of people all thinking inside the same box. Therefore, diversity is crucial to Coast Guard mission excellence.

Inclusion is an operational imperative. The scope and pace of Coast Guard missions demand that every member of our workforce contributes their full potential. With the increasing demand for Coast Guard services, no unit or team can afford to exclude anyone from mission execution or team cohesion. Mission excellence is achieved only by inclusive leadership that enables every person – active duty, reserve, civilian and Auxiliary – to perform to their greatest potential.

Every Coast Guard leader is responsible for building the fair, open, cooperative, supportive, and empowering climates that are the foundation of our Service's diversity and inclusion. Leaders must work to build their diversity and inclusion acumen by leveraging the training and coaching resources made available by the Office of Diversity and Inclusion and the Office of Leadership. Our ability to build the Service-wide climate we need is dependent on every leader developing their emotional intelligence and ability to understand and appreciate the different experiences, perspectives, and ideas of every person with whom they work.

The Coast Guard will continue to implement the Diversity and Inclusion Action Plan. The Coast Guard has implemented more than two dozen new programs and policies to grow diversity and inclusion throughout our workforce, since 2020. Our work will continue as we build our diversity and inclusion awareness and improve accountability throughout the Service. We will use new measurement tools to track our progress and adjust our actions as needed to meet our objectives. We will continuously sharpen our ability to lead diverse and inclusive teams just as we continuously train to maintain our operational proficiency.

I am committed to providing opportunities for every person who chooses to serve our Nation in the Coast Guard. We will continue to listen to our workforce to make sure every voice is heard and valued. We will recruit, retain, and develop the best talent our Nation has to offer to remain the world's best Coast Guard.

A handwritten signature in blue ink, appearing to read "Linda L. Fagan".

LINDA L. FAGAN
Admiral, U.S. Coast Guard



UNITED STATES COAST GUARD



HUMAN CAPITAL STRATEGY

MANAGE DEVELOP SUPPORT

JANUARY 2016
WASHINGTON, D.C.



THE COMMANDANT OF THE UNITED STATES COAST GUARD



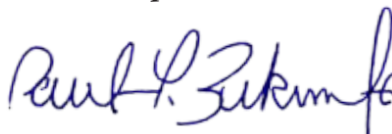
It is my pleasure to present the Coast Guard *Human Capital Strategy*. The U.S. Coast Guard excels as a multi-mission, maritime service providing for the safety, security, and stewardship of the Nation's waters. Excellence in mission execution relies on the Coast Guard's greatest strength – our workforce. The demands of our operations require a resilient, capable workforce that draws upon the broad range of skills, talents, and experiences found in the American population. We must build and maintain a proficient, diverse, and adaptable workforce to respond to changing technology, an increasingly complex operating environment, and dynamic partnerships. We must prepare effective leaders who are locally based, nationally deployed, and globally connected. Every member of our Service must be responsible for cultivating a culture of respect and fostering a positive workplace climate to sustain mission excellence.

Increasingly, significant challenges in Coast Guard human capital management have been introduced through new strategic priorities, the need for technical and perishable skills, fiscal constraints, and changing workforce demographics. Our practices and foundational principles have not appreciably changed for many decades. Now is the time to develop and deploy new and innovative human capital management approaches to access, develop, sustain, and retain the Coast Guard workforce needed for complex, global missions.

The *Human Capital Strategy* sets a 10-year course to ensure that our functions and processes – including requirements, resource allocation, training, and human resource systems – work together to ensure a thriving and effective workforce prepared for the complexities of tomorrow. The *Human Capital Strategy* underscores the critical nature of unit-level leadership in developing the workforce of tomorrow. It also defines efforts critical to the resiliency and safety of our people. It ensures our processes deliver talented individuals, with the necessary training and performance support tools, ready to execute the mission.

The Coast Guard's core values of **honor**, **respect**, and **devotion to duty** are ingrained in every member of our workforce. As this *Strategy* is implemented, we will ensure that we have the workforce critical for our *Service to Nation*, priorities that uphold our *Duty to People*, and focus that strengthens our *Commitment to Excellence*.

Semper Paratus.



Admiral Paul F. Zukunft
Commandant

THE U.S. COAST GUARD'S
HUMAN CAPITAL VISION:

*Providing an agile, flexible, and adaptive
Human Capital System that ensures
a thriving, proficient, and effective
workforce for complex, global missions*

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I.

Introduction

For more than two centuries, the U.S. Coast Guard has performed increasingly complex missions in the most challenging marine environments. We protect those on the sea, protect the Nation from threats delivered by the sea, and protect the sea itself. Across the Coast Guard's diverse mission set, on all our platforms and in every location, it is our people who get the job done.

Grounded in the Coast Guard's core values of honor, respect, and devotion to duty, more than 90,000 talented men and women perform and support Coast Guard missions day and night, at home and abroad. This *Human Capital Strategy* provides our people – the high-performing, motivated cadre of professionals – a system to develop the necessary leadership, expertise, and commitment for mission accomplishment.

Our missions, and support for those missions, drive our human capital requirements. The Coast Guard's *Western Hemisphere Strategy* (September 2014), *Arctic Strategy* (May 2013), *Cyber Strategy* (June 2015), and *Energy Action Plan* make clear that the scope of operations is changing and increasing, and the Service must continue to adjust to meet new requirements. To meet these changing mission demands, this *Human Capital Strategy* charts an ambitious course for evolving our competencies, qualifications, career paths, staffing and deployment capabilities, workplace climates, incentives, support systems, training programs, professional development, and leadership.

As missions evolve, the Coast Guard must also address externally driven workforce challenges. An increasingly competitive labor market, generational and demographic changes, and new personnel approaches across the Federal Government are changing the landscape. The cost of human capital is also driving the demand for new and innovative human capital management approaches. Human capital, in the form of military and civilian pay and allowances, consumes approximately 63 percent of the Coast Guard operating base. Our human capital system* must be agile, flexible, adaptive, and efficient to successfully attract, access, develop, retain, and reward a talented, diverse, and inclusive workforce.

The ultimate goal of the Coast Guard's *Human Capital Strategy* is providing the right people, with the right competencies and experience, to the right place, at the right time in order to accomplish Coast Guard missions, while continually developing our workforce through superb leadership. To achieve this, we will focus on the following priorities:

- ***Meet MISSION Needs***
- ***Meet SERVICE Needs***
- ***Meet PEOPLE Needs***

This *Strategy* is informed by research and guidance from the President, Department of Homeland Security (DHS), Office of Management and Budget (OMB), and Department of Defense (DOD). It applies to all elements of the Coast Guard's multi-sector workforce: active duty and Reserve military, civil service, and our volunteers in the Auxiliary.





II.

Executive Summary

Many organizations assert that people are their most important resource, but for the U.S. Coast Guard, this part of our culture is the key to the Service's success. Our cutters, boats, aircraft, facilities, and supporting systems do not accomplish the Coast Guard's missions – people do. Coast Guard people serve the American public every day. Developing and maintaining our most important resource, human capital*, requires a comprehensive strategy.

Simply stated, human capital is our people and everything that they bring to the Coast Guard – their knowledge, skills, and abilities; expertise and experience; and motivation, commitment, and leadership. Their continual development requires positive, reinforcing environments.

The U.S. Coast Guard's human capital vision has two dimensions that must work together. The stewards of the workforce must provide an agile, flexible, and adaptive Human Capital System. Coast Guard people must thrive and be proficient to meet increasingly complex missions, and to effectively serve the Nation. To achieve these ends, the Coast Guard's *Human Capital Strategy* emphasizes the following three strategic priorities:

Meet MISSION Needs: Coast Guard mission requirements set the demand for human capital. Requirements determine the size, shape, structure, and eventual cost of the workforce. To meet mission needs, we must ensure the Coast Guard has a force that can meet steady-state demands while simultaneously maintaining surge capacity for major incidents. Program managers are primarily responsible for workforce requirements. In both operations and mission support, they must define the workforce that they need to perform or support Coast Guard missions and advocate for their priorities in the resource process. Planning will also allow human performance* experts to design the training and performance support* systems for current and future needs. Appropriate competency* and specialty frameworks are also critical to meeting mission demands. Finally, we must bring oversight and attention to achieving and maintaining proficiency* to accomplish Coast Guard missions. Doing so will ensure a solid foundation for the future workforce and leaders required to meet tomorrow's challenges.

Meet SERVICE Needs: Rooted in leadership, the foundation of Coast Guard effectiveness is the climate and performance of each unit. In partnership with human resource (HR) professionals, every supervisor and leader must take responsibility for developing the people in their charge. We must foster positive, cohesive, inclusive, and respectful workplace environments that value each element of the Coast Guard workforce – active duty, Reserve, civil service, and Auxiliary – augmented by our support contractors. Recruiting, retaining, and rewarding excellence are essential to meet the Service's needs. We must value the importance of merit to reward positive performance and address areas that need improvement – at all levels. Finally, building the efficiency and effectiveness of our human resource system is essential. While we have taken many actions to advance our procedures and processes, ample opportunities exist to refine service delivery.

* Denotes first use of term in this strategy; term defined in the Appendix.



Meet PEOPLE Needs: By cultivating the resiliency of our members and their families and nurturing the professional development of our Coast Guard workforce, we can optimize each person's contributions to the Service. We will meet the needs of our people by providing a life cycle of support that enhances personal resiliency. Morale, well-being, and recreation (MWR) programs; employee assistance services; religious support services; work-life arrangements; and other support services all contribute to this process. Keeping our people safe and healthy is essential to meeting their personal needs, as well as Service needs; readiness of our personnel for duty depends on quality health care for them and their families. At the same time, all have a personal responsibility for safeguarding themselves, their families, and fellow workers from harm. Within a respectful environment that supports freedom of religion, faith has been shown to foster strength, character, and resiliency. For our people to keep pace in today's rapidly changing environment, we must invest in career-long professional development and learning by providing opportunities that are relevant and rewarding, and ensure that the workforce can meet mission needs. Finally, we need to leverage incentive structures for tomorrow to motivate our employees to stay committed to the organization by compensating them adequately for the work that they perform and providing the appropriate level of developmental opportunities.

Ensuring Long-term Success. Seven foundational principles support our three strategic priorities and guide the management of the Coast Guard’s workforce; they are critical to the success of this *Strategy*. These priorities and principles include:

- ***Meet MISSION Needs:***
 - **Efficiency and Proficiency:** We will execute our responsibilities as wisely and efficiently as possible, sustaining personnel and unit readiness in support of achieving operational goals and missions.
 - **Requirements and Data-based Decisions:** Our human resource system* will be responsive to the funded demand for personnel reflected in the Personnel Allowance List* (PAL).
- ***Meet SERVICE Needs:***
 - **Diversity and Inclusion:** We will attract, access, develop, and retain a respectful, diverse, and inclusive workforce that reflects the richness of our society.
 - **Equity and Opportunity:** We will make human resource decisions in a fair and equitable manner, and always consider how we can create opportunities for professional growth in all segments of our workforce.
- ***Meet PEOPLE Needs:***
 - **Predictability:** We will strive to operate on the basis of stable and predictable opportunities that enable people to make better decisions in managing their careers.
 - **Professional Growth:** We will value and support career aspirations and upward mobility for all military and civil servants of our workforce.
 - **Safety and Wellness:** We will ensure that essential support services are provided for members, employees, and their families to build workforce resiliency.

With the guidance of these foundational principles, the Coast Guard will move into the next decade aggressively pursuing our three strategic priorities. Their achievement is the responsibility of all Coast Guard program managers, supervisors, and leaders in partnership with the Coast Guard’s HR professionals. The Assistant Commandant for Human Resources (CG-1) and Force Readiness Command (FORCECOM), assisted by other workforce professionals, including the Civil Rights Directorate and Rating Force Master Chiefs, will coordinate and track efforts to ensure we are implementing those plans that meet mission needs, meet service needs, and meet our people needs!





III.

Workforce Composition, Authorities, and Capabilities

The Coast Guard workforce consists of active and Reserve military members and civil service employees, augmented by volunteers (the Coast Guard Auxiliary), and contractors. They are located in more than 185 locations both within and outside the United States. This multi-sector force includes approximately:

- **6,714 active duty commissioned officers (including Permanent Commissioned Teaching Staff, Band, and Reserve Program Administrators);**
- **1,725 active duty warrant officers;**
- **32,428 active duty enlisted men and women;**
- **7,200 officers and enlisted reservists;**
- **8,511 civil service employees;**
- **1,360 civilian non-appropriated funds* (NAF) employees;**
- **30,057 uniformed volunteer members in the Coast Guard Auxiliary; and**
- **4,200 contract personnel with access to Coast Guard facilities and networks.**

The full-time Coast Guard workforce of nearly 50,000 personnel is predominately military. Title 10 and Title 14 of the U.S. Code specify that the Coast Guard is at all times a military service and a branch of the Armed Forces of the United States. Military discipline and training are critical to the Coast Guard's national defense duties. Maritime security requires a breadth of expertise and skills—seamanship, diplomacy, legal and law enforcement expertise, and combat readiness. Military organizational structure and discipline serve the Coast Guard well in both war and peacetime duties, such as search-and-rescue operations and other large-scale response efforts. The Coast Guard is unique in that it offers this combination of law enforcement and military capabilities, together with the legal authorities to carry them out.

Each workforce component has unique characteristics, capabilities, and experience that ultimately result in mission performance. The civil service component performs inherently governmental activities and provides continuity where needed. Two other components augment the Coast Guard workforce and fill critical roles. The Coast Guard Auxiliary consists of volunteers who provide temporary, full-time and part-time work for augmentation and contingency response. Contractors provide specialized skills that are “commercial activities” (neither inherently governmental nor military-essential) in support of Coast Guard operations.





IV.

Current Environment

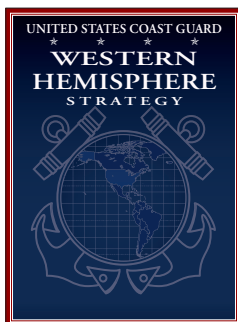
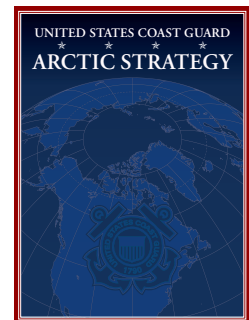
Throughout its dynamic operating environment and across its missions, the Coast Guard depends on its greatest strength—its workforce. Changing mission areas and increased demand in the maritime sector must be met through changing emphases in the workforce. Labor markets, the demographics of the United States, and approaches to human capital management are changing at the same time as our missions change and transform. To thrive in the future, the Coast Guard’s workforce and its approaches to human capital management must also continue to evolve and advance.

Changing Mission Demands

The Coast Guard has developed a series of regional and functional strategies to address these evolving maritime challenges and threats. The *Western Hemisphere Strategy*, *Arctic Strategy*, *Cyber Strategy*, and the *Energy Action Plan* explain how the Coast Guard will adapt to perform its missions and safeguard the Nation’s commerce and infrastructure in these rapidly changing operating domains. In keeping with the Coast Guard’s long-standing ability to meet new mission demands, the implementation of these strategies will require continuous evaluation of overall human capital requirements.

Arctic

The *Coast Guard’s Arctic Strategy* (May 2013) provides goals of improved awareness, modernized governance, and broadened partnerships in order to ensure safe, secure, and environmentally responsible maritime activity in the Arctic. Human capital implications include ensuring competency and proficiency in the unique Arctic environment. This requires regular analysis to determine the competencies needed and human capital requirements for both operations and support/logistics.

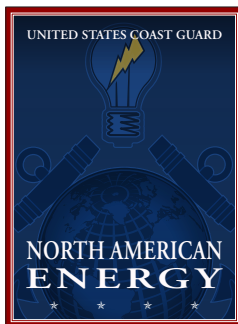
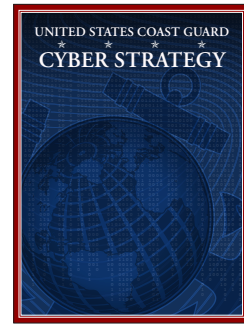


Western Hemisphere

The *Western Hemisphere Strategy* (September 2014) provides goals to confront challenges in this prominent geographic theater of operations. Its three priorities are combating transnational organized crime networks, securing borders, and safeguarding commerce. Human capital implications include fulfilling the demand for foreign language competencies, supporting surge staffing or deployable unit needs, delivering the specialized training needed to operate our capital assets, and increasing partnership abilities to enable cooperation with other nations and the interagency under the DHS Southern Border and Approaches Campaign Plan, DOD Joint Interagency Task Forces, and DHS Joint Task Forces.

Cyber

The Cyber Strategy (June 2015) provides goals to strengthen the cyber security of the Nation's maritime domain and continue to develop a robust internal cyber security capability. Its three priorities are defending cyberspace, enabling operations, and protecting infrastructure. Objectives include defending the Coast Guard's cyber terrain against all threats, including building a culture of security in cyberspace; maximizing cyberspace operational capabilities to facilitate mission execution; and protecting the maritime transportation system infrastructure. Human capital implications include developing new competencies, qualifications, and performance support; fulfilling personnel staffing requirements and analyzing the relationships between career fields; and ensuring viable career progression required to sustain proficiency.



North American Energy

The *Energy Action Plan* provides goals to ensure the maritime safety, security, and stewardship of increased American energy production and its transport. The plan focuses on three key capabilities: incident prevention, preparedness, and response. The way in which the Coast Guard performs its maritime safety and inspection functions must adjust in response to changing North American energy markets. The Coast Guard must have the flexibility to nimbly shift proficient inspectors as energy markets fluctuate. Increased domestic energy production will create a larger demand for all services on the waterways to include safety and law enforcement as well as the expanded inspections role. Human capital implications include properly staffing marine inspection units, maintaining marine inspector proficiency and the expertise needed to improve regulatory frameworks, and increasing flexibility in marine inspector assignments and position locations, while ensuring adequate career progression opportunities.

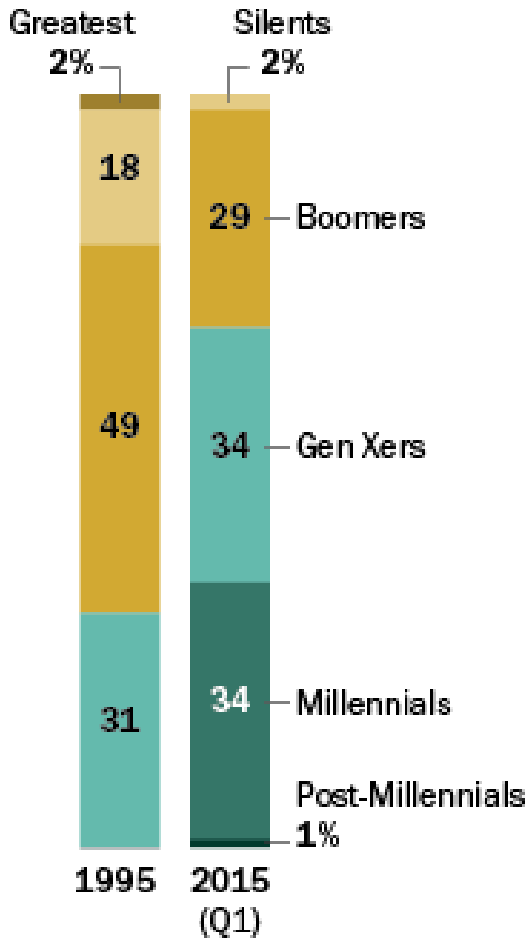
Labor Market

As mission requirements are changing to meet risks in today's global environment, talent pools for human capital are changing, as well. A 2014 survey showed that less than seven percent of 19-year-olds would "definitely" or "probably" affiliate with the military. When combined with military entry criteria, only 1 in 30 have the qualifications (physical, educational, and other) combined with a propensity to serve. The competition for this talent will continue to be significant.

Active duty military recruiting focuses on entry-level men and women, while Reserve recruiting and civil service hiring largely focuses on those with work experience. Generational changes are affecting applicant pools for all parts of the labor market. The "millennial" generation is becoming the largest labor force. Many are technologically connected and innovative, and have invested in their own education. The millennial generation is also more racially and ethnically diverse than any other generation in the post-WWII era, and it is imperative that the Coast Guard access the richness of talent across the society it serves. While current research shows that they stay with their employers longer than "generation X," the long-term changes in generational outlook and employment behavior are still unclear.

Labor Force Composition by Generation

% of the labor force



Note: Shares are based on the annual average in 1995 and the first quarter average in 2015. Due to data limitations, Greatest generation not identified in 2015 and Silent generation is overestimated in 2015. Source: Pew Research Center tabulations of monthly 1995 and 2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

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The average Coast Guard military member is in their early thirties; part of the millennial generation, while the average civilian employee is in their early fifties (generation X/baby boomer). Generational change also has impact on the workplace, as leaders must consider the differences between these generational outlooks.

Changing Workforce Environment

The Coast Guard’s workforce environment is also shifting as approaches for personnel management evolve at the DOD, OMB, and DHS. In 2015, the DOD Under Secretary for Personnel and Readiness published a draft Force of the Future report, which outlines how the DOD must evolve its personnel system to keep pace with increasing demands and the private sector. Congress has approved a new blended military retirement plan that will go into effect 1 January 2018 and DOD is also considering other changes to military force management policies, some of which would require associated legislative changes. As one of the Nation’s five Armed Forces, the Coast Guard aims for parity with the DOD and must carefully evaluate the changing DOD policies for applicability to our Service.

The OMB recently noted multiple efforts underway to address Federal workforce challenges. These include expanding mission-focused, data-driven personnel management systems, creating a culture of excellence and engagement to enable performance, hiring the best talent from all segments of society, increasing family-friendly workplace policies, closing skill gaps, and informing our work with diverse perspectives.

The *Department of Homeland Security 2014-2018 Strategic Plan* includes goals linked to maturing and strengthening DHS. A top priority is to “Recruit, hire, retain, and develop a highly qualified, diverse, effective, mission-focused, and resilient workforce.” The Department has also issued a *Human Capital Strategic Plan 2015-2019*. Its four goals include: (1) *providing human capital strategies to successfully achieve the DHS mission and mitigate*

risks; (2) acquiring a highly qualified and diverse workforce; (3) fostering a departmental culture of excellence through inclusion and engagement; and (4) achieving HR operational excellence.

The Coast Guard remains vigilant in attending to new workforce challenges. To address rapidly changing mission sets, we must ensure coordinated effort between program and workforce managers within the human resource (HR) system. In addition, the HR system must continue to monitor and respond to the enhancements implemented by DOD, OMB, DHS, and the Congress.

Human Capital Governance

The workforce operates within an overall human capital system that includes mission and performance planning, the resource system*, and the HR system. Figure 1 provides a simplified view of the system. The “billet” lane shows the high-level processes that place a position on the personnel allowance list. The “person” lane, largely controlled by the HR system, shows the high-level processes that match and assign a person to a billet. Human capital governance and processes contain numerous complexities and feedback loops (not shown in figure 1 for clarity). For example, the tasks performed by the workforce and the equipment that people use are strong inputs for Coast Guard-wide performance planning, long-term requirements generation, and standards and curricula designed to build proficiency.



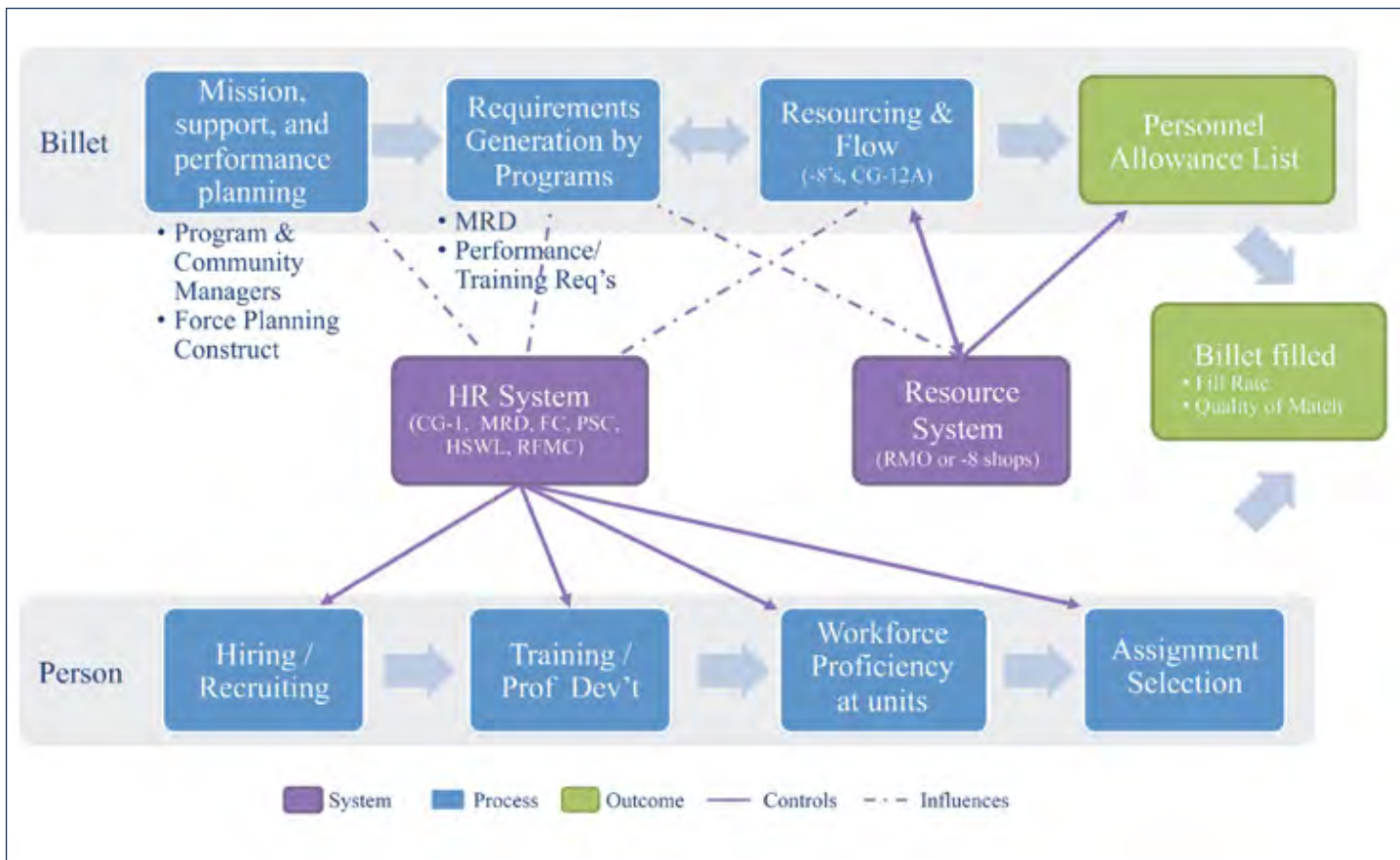


Figure 1. The Coast Guard Human Capital System

The overall demand for people is specified in the personnel allowance list. The PAL is a listing, by unit, of the Coast Guard workers allocated (billets) at a location. Positions on the PAL are based on workload and available funding, optimally with the workload analyzed in partnership between the unit's program manager at Headquarters and the Manpower Requirements Determination (MRD) experts. Resource Management Offices* (RMO or -8 shops) throughout the Coast Guard are also involved, since each position represents a portion of the Coast Guard's overall pay, benefits, and developmental costs. These expenses total 63 percent of the Coast Guard's operating budget.

In addition to the quantity and type of personnel, training and performance support needs are analyzed by Human Performance Technology (HPT) experts in FORCECOM. Based on mission requirements, doctrine, and policy, HPT experts provide tools to support performance, training design, and instructional standards, and recommend ways to close policy gaps – all geared to meet mission requirements.

The HR system controls many of the processes that lead to the assignment (for military) or the hiring (for civil servants) of an individual to a billet. Military members are recruited and trained by centralized units; however, their proficiency and professional development are overseen by their supervisors. In this way, their growth is strongly influenced by their local supervisor and chain of command. Military members are assigned to specific positions by the Personnel Service Center as guided by Headquarters policy, while civil servants are selected for positions by selecting officials, based on skills, knowledge, and abilities, with guidance from the Office of Personnel Management classification standards and the Civilian Personnel Office. Like military, their growth is heavily influenced by their supervisor.





V.

Strategic Priority 1: *Meet MISSION Needs*

Our human capital framework depends on a listing of funded requirements. Program managers and the resource system have a major role in controlling this requirement set, with the HR system taking an essential role. Requirements set the demand for people with the right knowledge, skills, and abilities in the right locations to perform Coast Guard missions. The aggregate of these unit-level requirements determines the actual size, shape, structure, and eventual cost of the workforce.

The following objectives for this strategic priority will strengthen the Coast Guard's ability to use informed analysis – linked to mission requirements – to ensure its workforce has the capability and capacity to execute missions for the Nation it serves.

Objective 1.1. Alignment between the force planning construct and human capital planning.

The *Commandant's Strategic Intent* calls for an overall force that can meet steady-state demands while simultaneously maintaining surge capacity for major incidents. These incidents include hurricanes, mass migration, pollution, and other major surge operations. The force planning construct will use scenarios to model and simulate the Coast Guard's ability to respond to simultaneous missions to inform the development of the force structures and personnel strength required.

The force planning construct is designed to anticipate human capital, workforce, equipment, assets, and training requirements as well as the right mix and location of each. It considers both contingencies and steady-state mission efforts, using prioritized potential incidents and events to which the Coast Guard would be required to respond. In addition, the construct defines and manages risk, based in part on today's uncertain resource environment. As a set of high-order requirements, this construct will determine the overall force size and required capabilities for missions. Human capital planners must be able to translate these capabilities into the competencies required for the workforce.

Objective 1.2. Responsive human capital requirements systems and processes.

Program (mission) planners in both operations and mission support must define their requirements and advocate for their priorities in the resource process. Human capital planners must help by defining how to specify those requirements in a way that can be sustained by the HR system. Planners must also assess how performance tools, such as training; tactics, techniques, and procedures (TTP); and other aids, can assist in reaching the desired objectives. When an adjustment to personnel strength or competencies is necessary, the MRD process is the

primary tool used by planners to define the human capital required to accomplish the mission. In both today's steady-state missions and in future mission areas, human capital planners partner with program managers to determine: the work, competencies, training, and experience required; a unit's overall workload and the appropriate personnel to meet the mission; and, for major acquisitions or mission shifts, the workforce pyramid and relationships necessary to sustain the required skills and competencies. These complex factors are analyzed based on the mission requirements of the organization, rating, or initiative and are based on a stated level or standard of performance.

Under the leadership of the HR Capabilities Staff (CG-1B), MRD provides a summary of the number and characteristics of workers needed to accomplish each requirement. FORCECOM develops the needed training and analyzes the relationship with other factors influencing human performance. The HR system provides these results to mission planners and program managers who can assess inherent risk, if funding levels demand alternative approaches.

Objective 1.3. Appropriate competency/specialty frameworks.

The Service's Human Capital System must adjust to changing labor markets, expanding mission sets, and a changing workforce. Program and workforce managers, partnering with human capital planners, should use existing competency structures to assess the commonality between new requirements and existing workforce skills. This foundation will allow the Service to evaluate the optimal path from today's workforce and its skill sets to the workforce of the future. It will also balance steady-state mission demands with new challenges and contingency needs.

Key enablers for this objective are the well-established enlisted rating review process as well as the maturing Officer Specialty Management System. Systematic training and needs assessment methods are in place for the entire workforce, founded on on-the-job performance needs. The civilian workforce system will continue to rely on standards set by the Office of Personnel Management.

Objective 1.4. Build workforce proficiency.

Oversight and attention to improving proficiency will ensure a solid foundation for today's missions and is essential to building the force required to meet tomorrow's challenges. Proficiency begins with each service member and civil servant's accession/on boarding, rating/specialty selection, and professional milestone training. Proficiency is built and sharpened with attainment of the needed qualifications and certifications, by gaining further knowledge and honing skills through experience. The self-discipline and drive of each individual leads to excellence at the unit level, and is the backbone of the Coast Guard's ability to carry out its demanding missions.

We will continue to develop a forward-looking human capital system with resources, road maps, and incentives that set clear proficiency standards for career fields. Ongoing initiatives by DOD, OPM, and DHS will inform the process, and a partnership between the resource system and program managers is essential. We will continue to provide clear links to professional and leadership development that ultimately lead to improved mission performance and efficiency.



VI.

Strategic Priority 2: *Meet SERVICE Needs*

Rooted in leadership, the foundations of Coast Guard effectiveness are the climate and performance of each unit. Over the next 10 years, the ability to lead in uncertain environments and complex contingencies, and build governmental unity of effort through intergovernmental or interagency partnerships will be increasingly important.

Developing their people is a principal responsibility of every leader and supervisor. The HR system provides them a cadre of people intended to carry out their unit's mission. Their people must be built into an effective team at the unit level, and training delivered by centers must be reinforced, as well. Their teams provide rich differences in backgrounds, perspectives, attributes, and experience both within and outside of the Coast Guard. The Reserve component, in particular, brings valuable skills gained in the broader community. To meet the challenges of multiple and ever-changing missions, leaders must ensure that they positively build on these differences. The Coast Guard has recognized for decades that mission accomplishment requires recruiting, hiring, and retaining a diverse workforce. This is essential to attract and retain the full range of talent available in the Nation.

The context of this strategic priority is broader than the traditional use of the term “service needs,” which is most often associated with the military assignment process. It includes a focus on the effectiveness of the HR system at all levels: Headquarters, major commands, service centers, and training centers. The HR system is responsible for equipping each unit with the trained and ready men and women required for unit performance.

Objective 2.1. Competency in leadership as a human capital requirement.

The importance of leadership in the Coast Guard is woven throughout the seven principles of Coast Guard operations. Perhaps, the clearest statement is found under the Principle of On-Scene Initiative: “By exercising proficiency in leadership, commanders can be confident that the person on-scene will be proficient in craft and can be depended on to exercise disciplined initiative.” Proficiency in leadership is one of the anchors that define the Coast Guard man or woman. Leaders must uphold our core values, reflect character and integrity, and exercise their authority with a sense of accountability for their actions.

Leadership is taught and leaders are developed starting with accession points, at the Coast Guard Academy and our training centers. Proficiency in leadership must be viewed with the same rigor as the Service treats proficiency in other professional dimensions. The Coast Guard embeds leadership competencies into the requirements for advancement or selection for promotion, but does not explicitly note or retain that information beyond the performance reports. Service leadership principles are well stated in doctrine, enlisted advancement courses, and performance report standards. However, the Coast Guard must deploy products developed at the Leadership

Development Center and the Academy's James M. Loy Institute for Leadership across the Coast Guard so all workforce components can use them on the mess deck, in the wardroom and break room, and on the shop floor. We will advance a leadership development program with a framework and an appropriate assessment system. Competency structures must reflect the need for leadership at all levels in all communities.

Objective 2.2. Foster positive workplace environments.

The workplace environment of each Coast Guard unit contributes to mission effectiveness. The more cohesive, inclusive, and respectful the workplace, the greater each member or employee will contribute to the mission. In a positive workplace, the passion, pride, and professionalism of the team is apparent. Members are energized and engaged because they feel valued – these climates bring the Coast Guard core value of respect to life. As a result, they are better able to cope with high-pressure, challenging situations that are a regular part of Coast Guard operations.

The Coast Guard must carefully develop plans, policies, and procedures that foster positive workplace environments. Recently, the Coast Guard published two strategic plans that support this effort. The Coast Guard's *Diversity and Inclusion Strategic Plan* (July 2015) focuses effort to improve multi-cultural intelligence and inclusivity through three performance goals: attracting, recruiting, and retaining a high-performing diverse workforce; fostering a culture of respect; and preparing leaders to be accountable and responsible for refining their approaches to inclusion. The *Sexual Assault Prevention and Response (SAPR) Strategic Plan for Fiscal Years 2013-2017* aims to eliminate sexual assault in the Coast Guard by providing a strong culture through policy and procedures for prevention, education and training, response to assault, victim support, intimidation-free reporting, fair and impartial investigations, and accountability. For the civil service, the *Annual EEO Program Status Report* quantifies efforts to attain a well balanced and diverse civilian workforce and identifies areas for improvement.

Each of these plans has their underpinnings in a series of surveys that the Coast Guard uses to examine workplace trends. The *Defense Equal Opportunity Climate Survey (DEOCS)* provides the unit commander with a non-attribution report on the climate of their unit. The *Organizational Assessment Survey (OAS)* is a government-wide survey that the Coast Guard has used since the late 1990's. This well-developed and consistent survey instrument allows comparison of trends that can be examined from the unit level to the entire Coast Guard. The *Federal Employee Viewpoint Survey (FEVS)* applies to civilian talent, and also compares the Coast Guard to other Government organizations. In addition, the Service has invested in human performance technology for decades. These assessment methods can examine a range of issues related to training, other performance interventions, climate, policy gaps, and other issues affecting performance. The Coast Guard will continue to leverage these assessment tools to evaluate workplace climates and evaluate the best ways to improve human performance in a dynamic mission environment.

Objective 2.3. Excellence recruited, retained, and rewarded.

The same disciplined initiative that the Coast Guard applies to its operations must also extend to actions that build a positive command climate and contribute to the career aspirations of our military members and civilian employees. Feedback, coaching, and counseling must stress both positive performance and clearly identify areas for improvement. Evaluations must adhere to the Service standards articulated within them.



At the Headquarters level, we will assess performance management reports (for officers and enlisted members, and civil servants) for their effectiveness in identifying the talents and potential in our workforce. This includes the role of credentials and certifications for special skills. In addition, a number of the military workforce flexibilities under consideration in the DOD aim to provide tools to retain specialized talent. The Coast Guard will carefully evaluate their application to our Service with consideration of our needs, size, and characteristics, and carefully weigh the attributes of the “up or out” paradigm of military service while considering the unintended consequences that could arise.

For the civilian workforce, retaining and rewarding excellence falls primarily on the employee’s supervisor, many of whom are military personnel. Credentials, certifications, and developmental opportunities are critical to civilian employee growth and must be supported throughout the leadership chain. We will develop a concept and structure for civilian workforce career development, including methods to be competitive in a new job series. We will include tools for leaders of civilians, both military and civil service, in this effort.

The excellence of our workforce also relies on "knowledge centers" within the Coast Guard. These staffs maintain and understand our assets and processes, and underpin our technical prowess in many mission areas, such as marine safety, engineering, acquisition, and response. The Force Readiness Command’s Performance Technology Center analyzes workforce needs and directly feeds updated rating standards, while the National Centers of Excellence support both the prevention and response missions. These centers promote training, performance support, and research, and develop a repository of information on particular missions and specialties. The mission support product and service lines own the configurations and engineering specifications for our cutters, aircraft, shore infrastructure, and electronics/information technology. We must ensure that they are appropriately staffed and recognized for the wide span of impact on our people and their proficiency.

Objective 2.4. An efficient and effective human resource system.

The mission of the Assistant Commandant for Human Resources (CG-1) is to *“Meet the people needs of the Coast Guard while meeting the needs of Coast Guard people.”* FORCECOM prepares the workforce through its training centers and assessment units. The FC mission is to, “Optimize human performance for premier mission execution through clear tactics, techniques, and procedures; relevant training; and quality assessments.” The Coast Guard Academy develops leaders of character. These organizations report to the Deputy Commandant for Mission Support. As part of continual organizational development, we will examine ways to refine the relationship and alignment between CG-1 and FORCECOM, with the goal of delivering mission-ready personnel. This includes reviewing subordinate command relationships, including recruiting, training, and assignment processes, as well as the integration essential to personnel management. The goal of this effort is to improve the delivery of integrated service based on the Mission Support Business Model and the overall enterprise architecture.

Civil service administrative processes are managed by the Office of Civilian Personnel (CG-121). Their personnel are distributed across the Coast Guard, and the office has embarked on a systematic process review to ensure that actions by centralized staffs and decisions by the hiring officials are synchronized and timely. This is a shared responsibility between CG-121 and leaders across the Coast Guard. Regular communication and reporting of applicable metrics to leadership, hiring officials, and customers are continuing efforts.

People entering the Service are either hired for their competencies and experience (civil service) or tested to determine aptitude (military). Civil servants are hired into positions for which they are qualified based on previous work experience and education, and are provided an orientation to the Coast Guard when hired. Military members undergo initial training or education (recruit training, officer candidate training, or education at the Coast Guard Academy) to attain basic qualifications, followed by assignment to positions commensurate with their skills. From that point on, a repeating cycle of assessment, advancement, promotion, training, qualification, and reassignment to positions of greater responsibility mark a career. Eventually, people are either discharged, released from active duty short of retirement, or retired. Some people, and/or their survivors, earn post-service benefits. A select number transfer to the Reserve and continue to serve.

As described earlier, missions and actions create requirements for work; after careful analysis, work requirements are converted into authorized positions at locations where people will be assigned. Positions have many characteristics that guide human capital management activities; the major ones are force (active duty or Reserve military, civil service, contractor, Auxiliary, NAF), grade, specialty, competencies, location, and required experience. Military members are assigned and reassigned to positions taking into account individual desires for personal and professional development, and family considerations, both to accomplish the work and to provide for continual development.

Throughout all of this, whether for a short time or a career, people must be compensated, provided benefits and incentives, offered a healthy and safe workplace, be respected in their sincerely held personal beliefs, and allowed to find the right balance of work and family life – within an environment that promotes diversity and inclusion, and enables professional and personal development.

All of this has a point: to ensure that people with the right skills will be ready, able, and willing to do the Coast Guard’s work – now and in the future.







VII.

Strategic Priority 3: *Meet PEOPLE Needs*

Meeting the needs of our people is essential to mission success. Part of proficiency in leadership is to take responsibility for self and fellow crewmembers while accomplishing the mission. At the heart of the Coast Guard Ethos is the perspective that individual characteristics contribute to collective success. The results that the Coast Guard achieves for the Nation depend on the collective abilities of its people and their willingness to perform challenging duties. We enhance each person's contributions to mission performance by cultivating their well-being and the well-being of their families, and fostering professional development.

While the Coast Guard workforce is primarily motivated by its missions, formal support systems play a critical motivational role. Supporting each employee's desire for knowledge and improvement not only benefits our missions, it shows our workforce that we are committed to them as individuals. Our enduring commitment to the needs of our people sets us apart from other organizations – building the Coast Guard's reputation as a positive organization, a Service of choice in the Armed Forces, and an employer of choice within the Federal government.

The term "Coast Guard family" is more than a slogan. It denotes the care and connection that the Service places in its people and their families, and the way in which Coast Guard men and women look out for one another in both good and challenging times. While about half the military members are located in 12 "hubs," the others are stationed at many small units located in more than 185 locations around the world, performing the mission every day. Most of our military members rotate from mission-related duties in one location to missions at another location, creating a strong demand for personal development and care concurrent with mission performance.

Objective 3.1. Resilient Personnel and Families.

Capable leaders and strong support programs contribute to team effectiveness. The Coast Guard depends on capable leaders to look out for those who are beside them and those in their charge, detect early signs of difficulty, and take positive action to support those in need. Positive action by leaders plays a large role in countering behaviors, such as substance abuse and other misconduct.

Formal programs provide resources for military members and their families, and also for civil servants. These include work-life programs; religious support programs; and child development centers and subsidies. In addition, MWR programs; ombudsman programs; military housing; Coast Guard Mutual Assistance and the Coast Guard Foundation support the unique demands of Coast Guard service. Each of these resources enhances personal resiliency and contributes to the life cycle of support for our members. This life cycle of support continues after the end of one's

military status. Our retiree programs help connect military annuitants with current Coast Guard support programs. We will capture best practices across the organization and develop accessible enterprise-wide programs based on successes.

Objective 3.2. Safe and healthy workforce.

Personal readiness for demanding duties depends on quality health care. Due to the distributed nature of Coast Guard units, the Service depends less on organic clinics and more on TRICARE and DOD Military Treatment Facilities (MTFs) for both military members and their families. The Service will continue its efforts to make quality health care accessible to military members throughout the Service.

The safety of our members and employees must never be compromised. As the Coast Guard continues to operate cutters that exceed their expected lifespan; inspect commercial facilities and ships; work in aging shore infrastructure; and conduct aviation missions in the most demanding environments, our safety programs must stay strong. All Coast Guard members have a personal responsibility for managing the risks associated with their individual activities, both on and off duty, in order to safeguard themselves, their families, and fellow workers from harm. This duty extends beyond safety programs to tactics, techniques, and procedures and safety consciousness in all aspects of work and life.

Objective 3.3. Career-long professional development and learning.

In today's rapidly changing environment, the individual skills that are invaluable to the Service today may change in the future. To keep pace, we must treat continuous learning as an investment in mission success by ensuring that professional development activities are relevant, professionally rewarding, and linked to mission needs. By providing access to formal education, training, tuition assistance, career counseling, and mentoring programs, and encouraging self-directed learning, participation in professional organizations, and individual development planning, we will help our workforce continually develop their talent and renew their skill sets.

In recent years, the Federal government has placed greater emphasis on professional credentialing, such as certifications in a number of professional fields. By encouraging and supporting programs leading to certification and licensure, we raise the professionalism of the workforce and ensure that our members are qualified to perform their jobs. Credentialing also supports the transition of our military members into civilian careers after they separate from the Service. Professional development must also include adequate opportunities for career advancement. This need links to the crafting of billet structures to foster sustainable career progression while never losing sight of sea/shore rotation goals. Our military members and civil servants should have a clear understanding of career paths for their specialties, have access to resources for available career opportunities, and trust that our promotion systems are fair and equitable.

To assist each military member and civilian employee as they pursue knowledge, we must create an environment of learning across our organization. We must implement processes, tools, and organizational relationships that allow our workforce to share critical knowledge and work collaboratively across organizational boundaries. Programs, such as tuition assistance, provide a unique opportunity to pursue personal advancement and knowledge. The benefits of educational programs also provide new perspectives and open new avenues for career development. Opportunities to participate in cross-functional teams, details, and collaborative information and knowledge sharing all advance the Coast Guard's learning environment and drive continuous improvement.



Objective 3.4. Incentive structures for tomorrow.

The Coast Guard has used a combination of special pays and other non-pay incentives for its military members to gain volunteers for arduous duty and to compensate for the special demands of certain duty types. These include bonuses (enlistment, critical skills training, critical skills retention, and selective re-enlistment) and special pays (sea pay, flight pay, and hazardous duty pay). All bonuses and special pays are authorized in law, and tailored to the Coast Guard's needs by policy and panels that set and adjust amounts based on Service needs. For example, sea pay was first tiered by unit type in 2001, and the Coast Guard has tailored bonuses to overall workforce needs for many decades.

The Coast Guard is already moving forward with focused incentives that recognize the need to target competencies, and also toward tailoring the overall environment to meet the demands of particularly arduous duty. Considerations include maximizing cutter sea time, while keeping in mind personnel tempo, deployment lengths, and maintenance needs. Increasingly, the Coast Guard is targeting incentives toward pay-grade ranges where they will have the most impact. Certain competencies are also targeted for bonuses recognizing the training and proficiency required for certain ratings. We expect the trend toward targeted incentives to continue over the next 10 years.

The incentive structures for civil servants differ from the military workforce. In addition to competitive pay and benefits for Federal employees, research shows that other variables are playing an increasing role in keeping employees satisfied, motivated, and committed to the organization. According to the Government Accountability Office (GAO), work environments that offer flexible options such as telework and alternative work schedules; recognition for a job well done through monetary, non-monetary, and/or career enhancing incentives; and job rotation programs may be critical to reducing turnover and retaining a workforce capable of addressing future challenges.





VIII.

Ensuring Long-Term Success

Several foundational principles guide the management of the Coast Guard's workforce, and are critical to the success of this *Strategy*. These principles create the lens through which we must view, plan, and execute all human capital management actions. They provide a foundation to ensure accountability and responsibility to our workforce (*Duty to People*), and likewise, the expectation of accountability and responsibility from the workforce back up the chain of command (*Service to Nation*). They are particularly important as the Coast Guard considers changes to human capital planning and management (*Commitment to Excellence*), since changes often risk unintended consequences.

With few exceptions, each principle applies equally to military and civil service, active duty and Reserve, officer and enlisted, and, in most cases, our Auxiliary. They will shape our strategic thinking and guide our efforts as we face the challenge to continually develop the Coast Guard workforce for complex global missions.

A. *Meet MISSION Needs:*

(1) **The Principle of Efficiency and Proficiency.**

We recognize that we are stewards of America's resources--its people, money, and natural environment--and maritime commerce and safety. We must execute our responsibilities as wisely and efficiently as possible, sustaining personnel and unit readiness in support of achieving operational goals and missions.

Our military workforce performs the largest share of our missions. We should leverage opportunities to: increase proficiency and ensure sustainable expertise; select and assign personnel to maximize return on investments in training, education, and competencies; and provide members with the opportunity for geographic stability, by type and duration of assignment.

These opportunities must be carefully balanced with career progression requirements, fair and equitable assignment opportunities, and overall Service needs. We also must be innovative and push authority to appropriate levels.

For our civilian workforce, the need for proficiency is no less. We must provide our civilians with the training and professional development needed to perform their duties. In many cases, our civilians provide much needed continuity of specialized expertise and proficiency. Maintaining processes to develop this proficiency is important to our success.

(2) **The Principle of Requirements and Data-based Decisions.**

We operate a human capital management system driven by requirements. Mission performance standards create a need for activities, to which resources are applied (people, money, materials, assets, and time). The demand for human capital (numbers of people and their individual capabilities) is the signal to which the HR system responds.

Requirements are not generated and determined by the people who work in HR; they are generated and determined by program managers, informed by operational commanders. All are an integral part of the human capital system. Analysis of facts, data, and stated assumptions influence decisions and policies. This information provides a degree of transparency and predictability that instills trust and produces better decisions in the Coast Guard's and member's best interests, but the HR system must have flexibility to adjust to specific circumstances unique to each situation.

B. *Meet SERVICE Needs:*

(1) *The Principle of Diversity and Inclusion.*

We will access, develop, and sustain a diverse and inclusive workforce. People have individual characteristics that make them distinct from others, including age, language, culture, religion, race, ethnicity, gender, knowledge, competencies, talents, and perspectives. The more diverse the organization, the more it reflects the richness of our society, and the more resilient it will be as conditions and demand for services change.

(2) *The Principle of Equity and Opportunity.*

We will make all human capital policy and management decisions in a fair and equitable manner, and always consider opportunity. In a “needs of the Service”-based human capital system, every decision should be made so as to not disadvantage any person or group.





C. *Meet PEOPLE Needs:*

(1) *The Principle of Predictability.*

People want to exercise control over their destinies. This is not always possible in a military organization; however a human capital system that strives to operate on the basis of stable and predictable flows enables people to make better decisions in managing their careers. People must trust that the Coast Guard applies all policies and practices with fairness and equity, based on merit.

(2) *The Principle of Professional Growth.*

People strive to be the best that they can be; when new members have the requisite knowledge and skills to be successful, productivity is enhanced and long-term job satisfaction is ensured. Our workforce management systems, tools, and military pyramids will value and support career aspirations and not only enable upward mobility, but expect it. By providing opportunities for professional and personal development, the Coast Guard will create and sustain a proficient workforce, and develop the expertise necessary to serve the long-term needs of the Service and the Nation.

(3) *The Principle of Safety and Wellness.*

We will ensure that a healthy, safe, and supportive environment is provided for members, employees, and their families. This serves our people, and, in doing so, creates confidence that leaders will have ready and resilient people when they need them.





IX.

Conclusion

The history of the Coast Guard is full of innovative responses to new demands and new conditions. Requirements, practices, and processes have changed frequently since 1790 under the press of emerging needs and shifting roles within the Federal Government. The current changes to Coast Guard missions are demanding, but this is not a new situation for our Service. Adapting to new missions and changes in focus have been a hallmark of Coast Guard history. The people of our Service have always modified their practices and relationships to carry out new tasks. They have done so through new ideas and new methods built upon the Coast Guard's underlying "*Semper Paratus*" culture. The current focus will be met with similar resolve.

In this time of new demands, this *Human Capital Strategy* will be implemented through an annually reviewed plan, championed by the Assistant Commandant for Human Resources and the Force Readiness Command. Execution of this *Strategy* extends beyond Headquarters. Leadership at all levels, Headquarters program managers, Resource Management Offices, and all layers of command must be engaged in building the readiness and potential of our people.

Our workforce is essential to meeting the call of our Nation in the maritime realm. Boats, cutters, aircraft, and facilities do not perform our missions by themselves. Our Coast Guard military personnel and civil servants, augmented by contractors and Auxiliary, perform in an exemplary way to execute Service missions. This *Strategy* charts a course so that our Service and its extraordinary people continue to perform in the finest traditions of the world's best Coast Guard.



Appendix



Selected Definitions

Competency: A collection of tasks with the associated knowledge, skills, abilities, and wherewithal (tools, methods, information, doctrine, procedures, materials, etc.) needed to perform the tasks to a predetermined, measurable, performance standard. The tasks are usually related as parts of a larger process in support of or contributing to the goals of the organization, unit, or work group. See *Commandant Instruction M5300.2A*. A shorter definition is found in *M1500.10C*. The job-related knowledge, skills, abilities, and personal attributes that a person exercises while performing the duties of any given position.

Human Capital: The Coast Guard's workforce. This term includes their knowledge, skills, abilities, attitudes, expertise, experience, and leadership.

Human Capital System: This includes the Human Resource System plus program managers who specify and advocate for workforce requirements. It also includes the Resource System in its work prioritizing personnel funding to the various requests from program managers. (See figure 1.)

Human Performance: Human Performance Technology is a careful and systematic approach to solving problems – or realizing opportunities – related to the performance of people, groups, or organizations. It results in solutions that improve a system in terms of achievement that the organization values. Based on the information gathered, we can determine what has to be changed in the system to achieve effective and efficient mission execution.

Human Resource System: The elements that perform Human Resource functions for the Coast Guard. These activities include recruiting, hiring, training and education, providing pay and benefits, promotions, assignments, as well as separations and retirements. The system includes CG-1 and subordinate directors and units including the Personnel Service Center (PSC) and subordinate units; and the Health, Safety and Work-Life Service Center (HSWL). The system also

includes FORCECOM and its subordinate units and training centers. Rating Force Master Chiefs (RFMC) are also part of the system in their activities supporting an enlisted rating.

Non-Appropriated Funds (NAF): Employees who are compensated by funds other than those appropriated by Congress. NAF employees are most frequent in the Coast Guard Exchange System and in Morale, Well-being, and Recreation activities at larger installations.

Performance Support: Performance Support interventions target shortcomings and/or problems with motivation, tools, and capacity, to enhance the entire Integrated Performance System, and provide a foundation of support for people to perform their jobs in an exemplary manner.

Personnel Allowance List (PAL): A database maintained by the Assistant Commandant for Resources (CG-8) listing the authorized and funded positions by grade, specialty, unit, location, and other attributes. A person can be provided to a unit by the HR system based on a PAL position.

Proficiency: A measurable, established level of skill or ability required for the competency attached to a specific position. This characteristic is assigned to a competency when it is attached to a position. See *Commandant Instruction M5300.2A*. Proficiency is often referred to using an apprentice, journeyman, master scale.

Resource System (RMO or -8 shops): Offices which administer Coast Guard personnel, operating, and other appropriated funds. A position on PAL accounts for a portion of the overall workforce funding. Funding attributable to a position includes pay (civilian and military), medical, military rotation, and other support costs. Resource Management Offices (RMO) are established within the Area Commands, Deputy Commandant for Operations, and Deputy Commandant for Mission Support organizations.



U.S. COAST GUARD HEADQUARTERS
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UNITED STATES COAST GUARD



Diversity & Inclusion
ACTION PLAN
2019 – 2023



THE U.S. COAST GUARD'S VISION FOR DIVERSITY & INCLUSION

*The Coast Guard will be distinguished as the
“Service of Choice” within the federal government
for recruiting, retaining, and sustaining a ready,
diverse and highly skilled workforce.*

ACTIVE DUTY ★ RESERVE ★ CIVILIAN ★ AUXILIARY

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THE COMMANDANT OF THE UNITED STATES COAST GUARD



The demand for United States Coast Guard services has never been greater, and Coast Guard men and women work tirelessly across a multi-cultural global environment to ensure American security and advance economic prosperity. We are also integral members of the diverse local communities where we are stationed. Our highly dedicated and professional Mission Ready Total Workforce is forged from the DNA of American society.

In order to remain the world's best Coast Guard we must be the world's most diverse and inclusive Coast Guard. Anything less means that we will fail to garner the talent, innovation, creativity, and performance necessary to meet the challenges of an increasingly complex maritime operating environment. We owe it to our Nation, and ourselves, to create a Coast Guard where everyone can contribute the full power of their diverse backgrounds, experiences, and thoughts.

My vision is a fully inclusive Coast Guard where all people are respected, empowered, and valued. A Service where every single person can pursue and achieve personal growth and professional success. A culture that not only attracts the best of America's diverse population, but fosters an environment that encourages America's best to stay.

Building the Coast Guard that America needs will not happen through study and/or aspiration. Inclusion is an action, and your senior leadership team is committed to making tangible differences in the diversity of our ranks and the inclusivity of our workplaces. Moving towards such change is exactly what this plan represents. Developing diversity & inclusion acumen, strengthening awareness & accountability, and building & maintaining an inclusive total workforce involve concrete steps that we can all take to help improve our Service and best position us for the challenges of tomorrow.

Many elements of success already exist in our shared commitment to the Coast Guard, each other, and our Core Values of "Honor, Respect, and Devotion to Duty." Now, we need to apply the foundations of sound leadership at all levels of the Service to implement and strengthen this action plan. We must treat diversity and inclusion as mission imperatives. The time to act is now!

Semper Paratus.

A handwritten signature in blue ink that reads "Karl L. Schultz". The signature is stylized and fluid, with a long horizontal stroke extending to the right.

Admiral Karl L. Schultz
Commandant



Introduction

America relies on the U.S. Coast Guard to preserve our Nation’s maritime safety, security and stewardship. To ensure we remain Ready, Relevant, and Responsive, we must continue to recruit and retain a highly skilled total workforce that reflects the people we serve.¹ Diverse representation alone will not increase our readiness if we do not retain our diverse total workforce. Inclusion in the workplace drives employee engagement and is paramount for attracting and retaining employees.

Diversity and Inclusion are mission imperatives for the Coast Guard. Our Service is made stronger with our diversity, and we must continue to foster a culture of inclusion that will require Coast Guard members to embrace new ideas, accommodate different styles of thinking, and create a work environment that enables people to connect, collaborate, and empower different types of leaders. It is expected that Coast Guard leaders will demonstrate competence in managing cultural diversity, race, gender, background, experience, and other individual differences in the workplace. The Coast Guard Leadership competency of “Leading Others - Respect for Others and Diversity Management” aligns with the New Inclusion Quotient (New IQ) inclusive behaviors of fair open, cooperative, supportive and empowering.

¹ Executive Order 13583- *Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion in the Federal Workforce*, The White House. 2011



Our 2019-2023 *Diversity and Inclusion (D&I) Action Plan* develops a foundation that will help our people to identify and mitigate biases, work together to nurture a sense of community, and continue to improve the culture of our Service. Our plan outlines our approach to further develop our Service's diversity and inclusion initiatives. It establishes diversity and inclusion goals, strategies, and measures of success with a holistic approach that will produce meaningful, sustainable transformation. In creating this plan, we are building on previous D&I strategic plans, establishing clear lines of accountability for Coast Guard leaders, and embedding D&I in our organizational DNA.

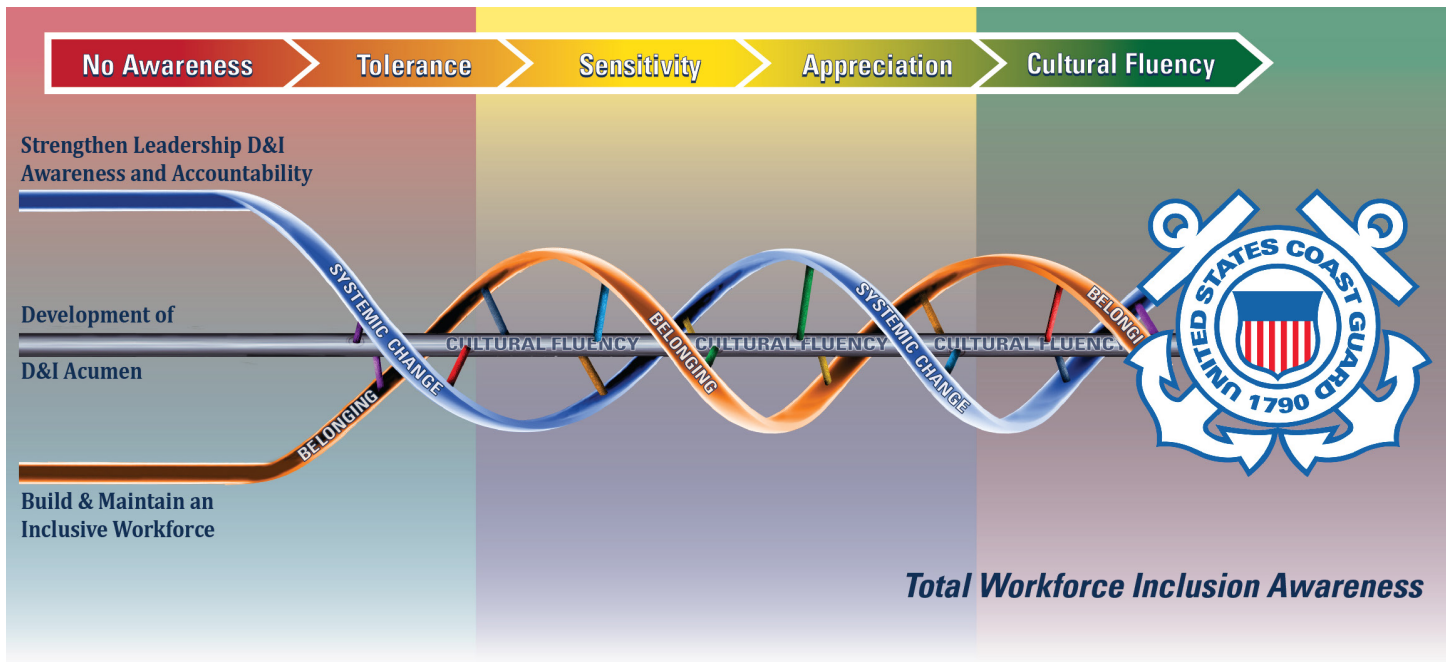


A diverse and inclusive culture is strongly linked with Coast Guard's Core Values of *Honor*, *Respect*, and *Devotion to Duty*. We recently celebrated their 25th anniversary, which provided an opportunity to emphasize the fundamental behaviors and beliefs that shape our organization and build our personal character for an active journey to inclusion. The Coast Guard must address the concerns and needs of our total workforce head-on to guarantee the fair treatment, access, and opportunity for every single person in our organization. This means the establishment of systems within our units to track our progress and to share regular updates in order to catalog effective programs and practices. By sharing and learning with each other, the total workforce will be able to strengthen existing programs and commitments to better serve our employees and our Nation.



Establishing the Foundation for a More Inclusive Coast Guard

This action plan outlines the actions, priorities, and strategies that establish the foundation to build a more diverse and inclusive Coast Guard. As we discuss the necessary actions, a universal understanding of *Diversity, Equity, & Inclusion* must become prevalent in our Coast Guard culture.



Diversity

Diversity refers to the variety of similarities and differences among people, including but not limited to: gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.

Equity

The guarantee of fair treatment, access and opportunity for advancement for all (employees) while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding unbalanced conditions is needed to assist in fostering equality in the provision of effective opportunities to all groups.

Inclusion

A dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organization or community. An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward organizational goals.



Line of Effort 1: Development of D&I Acumen

Developing our D&I acumen means that we will be broadening our current scope of D&I focus areas from a basic understanding to an increased level of wisdom, acuity, and intuition with the ultimate goal to make that understanding actionable in an inclusive work environment. A Diverse and Inclusive workplace will enhance our organization's competitive edge.

D&I education and awareness are essential components of organizational effectiveness. We must be prepared to talk about belonging, social justice, human rights, and inclusive leadership.

A holistic planned approach is necessary to ensure we are prepared to have informed and courageous conversations around complex D&I topics and the future of our workforce. In order to be successful, the Coast Guard total workforce must be equipped with the tools and resources needed to build common ground for D&I conversations, learning, and cross-cultural relationship building. These tools will help the Coast Guard foster an inclusive work environment that supports creativity, innovation, and a high performing **Mission Ready Total Workforce**.

We must continuously monitor and assess D&I programs, clarify the meaning and behaviors associated with our **Core Values**, and develop and maintain a cadre of personnel with the needed D&I acumen to influence a culture of inclusivity at all levels of the organization. The world is changing – our journey to inclusion must be deliberate and impactful.

| Actions | Lead | Key Stakeholders | Completion Timeline |
|---|-------|--|---------------------|
| <p>1.1 Complete the D&I program level CG Global Diversity and Inclusion Benchmark (GDIB) Audit, Assessment and Strategy to move the Coast Guard from a reactive organization to a progressive organization in D&I. The 7 GDIB categories are: D&I vision, strategy and business case; leadership and accountability; D&I structure and implementation; recruitment, retention, development and advancement; D&I learning and education; assessment, measurement and research; and D&I communications.*</p> | CG-12 | CG-1 CG-127 CG-128 CGA CAG LEAD PAC/ LANT(<i>Diversity Action Officers</i>) FORCECOM | FY 20 |
| <p>1.2 Conduct a series of facilitated dialogues to build a common understanding of the Coast Guard Core Values of <i>Honor, Respect, and Devotion to Duty</i>, as seen through the eyes of the total workforce at all levels.*</p> <p>1.2.1 Deploy a communication strategy that clearly defines human behaviors and expectations associated with the Coast Guard Core Values.</p> | CG-12 | DCO DCMS CG-00H CG-1 CG-111 CG-128 FORCECOM CGA CG-0922 MCPOCG | FY 20 |
| <p>1.3 Develop the Diversity & Inclusion Education and Awareness Program to equip participants with the coaching competencies to navigate sensitive situations involving all dimensions of diversity.*</p> | CG-12 | DCO DCMS LANT/PAC CG-00H CG-1 CG-127 CG-128 MCPOCG LEAD FORCECOM | FY 21 |
| <p>1.4 Complete the Holistic Study & Analysis of Recruiting & Retention of Underrepresented Minorities. (Note: For Active Duty and Reserve Members on EAD/ADOS)*</p> <p>1.4.1 Create a task force (or extend PRTF) to review the recommendations and facilitate actions based on the results of the URM Study.</p> | DCMS | CG-1 CG-126 CG-127 | FY 21 |

****Action Item will be completed with assistance from a third-party contractor.***

Note: Key Stakeholders listed are not all encompassing.

Success Measures:

- Conduct internal assessments of the Coast Guard’s baseline GDIB annually and report progress to the Leadership Council.
- Provide professional D&I education to a cadre of employees who will serve as a resource to promote D&I education and awareness to the total workforce.
- Unit leaders will utilize D&I Coaches and Practitioners to continue to evolve diversity and inclusion strategic opportunities, increase cultural intelligence, recognize the value of each employee's unique contribution, and work effectively with diverse teams at their units.
- Recommendations are identified in the Holistic Study & Analysis of Recruiting & Retention of Underrepresented Minorities.



Line of Effort 2: Strengthen Leadership D&I Awareness and Accountability

We will provide tools for leaders to assess organizational climate and develop strategies and action plans to enhance D&I effectiveness. We will ensure Coast Guard-wide engagement, including senior leadership support for D&I initiatives and competency development. Leaders will be able to measure, track, and improve their culture of inclusion by aligning awareness with action.

Once leaders achieve well-developed D&I acumen, they will be equipped with the necessary tools to lead by example and instill accountability throughout the total workforce. Leaders and managers who consistently demonstrate inclusive behaviors will instill these same qualities into subordinates.

The implementation of a **metrics dashboard** will enable, incentivize, and ensure accountability for D&I performance and progress that aligns with our defined D&I objectives.

| Actions | Lead | Key Stakeholders | Completion Timeline |
|---|---------------------------------|--|---------------------|
| <p>2.1 Enhance the Coast Guard’s Inclusive Leader Environment (CGILE) Index to assess organizational climate factors, inclusivity, and trends using data from the Organizational Assessment Survey (OAS) and the Federal Employee Viewpoint Survey (FEVS).</p> <p>2.1.2 Provide leaders with tools to better understand inclusion data and guidance to develop and implement action plans to improve inclusion at their units.</p> <p>2.1.3 Leaders are required to report action plan results to chain of command annually to evaluate.</p> | CG-1 | PAC LANT CG-00H CG-1 CG127 | FY 21 |
| <p>2.2 Review the LEAD Council construct and assess the functionality. Implement changes to support this Action Plan..</p> | DCMS | DCO PAC/LANT CG-00H CG-1 CG-127/CG-128 CGA MCPOCG MCPOCG-R Auxiliary | FY 21 |
| <p>2.3 Develop a “dashboard” of metrics to be reviewed annually with Senior Leadership as a component of the Personnel Readiness briefs to CCG.*</p> | CG-1 | DCO DCMS CG-1 CG-126/CG-127 CG-1B3 CGA FORCECOM CGRC | FY 21 |
| <p>2.4 Create a competency code for D&I. This OSMS-type code will adopt the AJE model (Apprentice, Journeyman, and Expert). Each progression requires a certain amount of professional engagements/training/continuing education to progress.</p> <p>2.4.1 D&I OSMS-type code requirement for Commanding Officers and OICs.</p> | CG-1 | FORCECOM CG-1 CG-127 PSC | FY 22 |
| <p>2.5 Consistent dialogue of D&I concepts shall be a standard during speaking engagements, unit events, town halls and all-hands gatherings for leaders across the Coast Guard.</p> | CCG/VCG/ MCPOCG/ MCPOCG-R | DCO DCMS PAC/LANT CG-1 CG-127 CAG CG-092 | Continuous |

** Action Item will be completed with assistance from a third-party contractor.*

Note: Key Stakeholders listed are not all encompassing.

Success Measures:

- Increase the Coast Guard Inclusive Leadership Index Environment (CGILE) and the results of FEVS/OAS assessments, to highlight awareness and culture improvements.
- Some command billets should be filled by members that possess the D&I OSMS-type competency code.
- The D&I Metrics Dashboard gets reported to Senior Leadership.



Line of Effort 3: Build and Maintain an Inclusive Total Workforce

We will continue to build an inclusive culture where everyone will be valued, respected, encouraged to contribute to their fullest potential, and feel connected to the Coast Guard mission. Team performance, decision-making, and collaboration increases an average of 22% when leaders intentionally modify their inclusive behaviors.²

This is a call to action for all members of the Coast Guard. Every member of our workforce has a duty to take action to preserve and promote dignity and respect in our Service. Our diversity helps us bring unique perspectives and skills to our missions. Attracting and retaining a diverse workforce, with the right skills and capabilities to meet current and future mission requirements, requires an inclusive culture.

The Coast Guard is committed to increasing the representation of women and minorities at all levels of the organization. We will develop a comprehensive outreach strategy to recruit a more diverse workforce. Additionally, a continuous review of talent management processes and procedures to remove barriers in the career lifecycle, will aid in creating systems that are equitable and that lead to improved retention of women and underrepresented minorities.

We will equip our leaders with unique and customizable D&I awareness learning tools created to increase the development and understanding of inclusion across the total workforce. We will continue to make strides in diversity while sharply focusing our emphasis in creating an

² "The diversity and inclusion revolution: Eight powerful truths" January 22, 2018, Deloitte Review, issue 22

inclusive culture to drive agility, innovation, and resilience by executing a Coast Guard-wide learning initiative on respect and inclusion, strengthening our relationships with Affinity Groups, developing a Coast Guard-wide mentoring program framework, and implementing efforts to increase dialogues about diversity and inclusion. A Coast Guard that better reflects diverse backgrounds, unique experiences, and original ideas, will inspire innovation and perspectives to solve complex challenges.

| Actions | Lead | Key Stakeholders | Completion Timeline |
|---|-------|---|---------------------|
| <p>3.1 Develop a comprehensive Outreach Plan to actively recruit a diverse workforce.</p> <p>3.1.2 Increase the representation of women and underrepresented minorities accessions into the military total workforce.</p> <p>3.1.2.1 Collect/analyze accessions flow data and recruitment trends and compare against qualified, eligible, military applicant pools to identify gaps.</p> <p>3.1.2.2 Evaluate effectiveness of marketing platforms to determine demographic impacts in support of diversity.</p> <p>3.1.3 Increase the recruitment and outreach of women and underrepresented minorities for civilian employment.</p> <p>3.1.3.1 Assess demographic data compared to Civilian Labor Force and develop action plan for increasing diversity and retention of women and underrepresented minorities.</p> <p>3.1.3.2 Develop a tool to track and report the number of activities that are identified as having contributed to diversity in the Coast Guard civilian workforce.</p> | CG-1 | CG-00H CG-1 CG-12 CG-122 CG-126 CG-127 CGA PSC CGRC CG-094 | FY 21 |
| <p>3.2 Develop policies and procedures for the support of affinity groups.</p> <p>3.2.1 Implement annual Affinity Fairs.</p> <p>3.2.2 Maximize mixed demographic attendance at affinity conferences.</p> | CG-12 | VCG MCPOCG DCMS CG-1/CG-127/ CG-128 LEAD AGC CG-094 | FY 21 |
| <p>3.3 Execute a Coast Guard wide learning initiative at the unit level to discuss the importance of respect and inclusion in the Coast Guard mission.*</p> <p>3.3.1 Implement the Inclusion Dialogues Program to equip members with tools to have conversations about relevant issues of equity, diversity, inclusion, and social justice Coast Guard wide.</p> <p>3.3.2 Unit leaders team with D&I Coaches and local LDACs to deploy an inclusion awareness learning solution (Inclusion Stand-Up) at the unit level to increase the understanding of diversity, inclusion, equity, unconscious bias and to promote the behaviors of inclusive leadership.</p> | CG-1 | FORCECOM MCPOCG CG-00H CG-1 CG-127 LEAD | FY 21 |

| Actions | Primary Lead | Key Stakeholders | Completion Timeline |
|---|--------------|--|---------------------|
| <p>3.4 Identify the root causes of recurring historical and or/institutional racial inequities and barriers to diversity and inclusion, and develop recommendations to improve the Coast Guard’s ability to better reflect the racial/ethnic/gender make-up of the United States.</p> <p>3.4.1 Contract with a third-party group to assess the military career lifecycle (recruiting, career development, promotion/advancement, evaluations, disciplinary and adverse actions, and retention) to identify barriers and biases.</p> <p>3.4.2 Evaluate and assess the effectiveness of all human resource processes that administer disciplinary and adverse action proceedings relative to Coast Guard Core Values and civil rights violations.</p> <p>3.4.3 Research creative and adaptive workforce retention policies for mission critical skills.</p> <p>3.4.4 Create a team to review new and existing policies for potential barriers and biases, offer recommendations for improvement, and present a framework to implement those recommendations.</p> | CG-1 | CG-00H CG-1 CG127 CG-13 CGA FORCECOM PSC CG-094 | FY 21 |
| <p>3.5 Develop a CG Mentoring Program framework to emphasize and focus on inclusive leadership for the total workforce.</p> <p>3.5.1 Analyze career progression for new accessions in the total workforce. Identify and resolve rate specific growth trends to ensure retention.</p> | CG-1 | CG-1 CG-127 CG-128 FORCECOM LEAD | FY 21 |
| <p>3.6 Conduct a holistic review of LDC courses, TRACEN Cape May, and CGA training and education curricula to ensure D&I requirements are delivered and appropriately achieved in the training environment.</p> <p>3.6.1 Develop a comprehensive D&I education program to institutionalize requirements for Cultural Competencies beginning at accessions and continuing throughout the member’s talent management lifecycle. All accession points (<i>Cape May, CGA, OCS, A-Schools, C-Schools, Officer Leadership Courses (i.e. MOCTC), Enlisted Leadership Courses (i.e. CPOA, SELC)</i>)</p> | CG-1 | CGA FORCECOM TRACEN <i>Cape May</i> | FY 23 |

*** Action Item will be completed with assistance from a third-party contractor.**

Note: Key Stakeholders listed are not all encompassing.

Success Measures:

- Increase the diversity of the Coast Guard’s total workforce.
- Deploy a D&I learning solution that reaches the Coast Guard total workforce.
- Institutionalize D&I based Cultural Competencies to emphasize an advanced education and learning curriculum for a mission ready total workforce.
- Unit leaders will measure “Inclusion Stand-Up” effectiveness through feedback identified in a unit-level assessment. Unit leaders will share lessons learned, feedback and best practices gained during the inclusion awareness dialogues at the unit level.



Conclusion

Our Service is focused on recruiting and retaining a total workforce dedicated to mission success and advancing the interest of the nation we are actively serving. The culture of the Coast Guard is vital to our success and support. An honest assessment of the organization and ourselves, combined with an open-minded approach to improvement, is an imperative as we seek to remain an employer of choice. The success of the initiatives in this Action Plan will be measured by the increase of diversity within the workforce. Inclusion success will be identified by an increase in our inclusion index scores in the results of organizational surveys.



The efforts and the desire to identify D&I based barriers to recruitment and retention are reflective in the commissioning of two studies; the Women's Retention Study and Holistic Analysis, and the Holistic Study & Analysis for Recruiting & Retention of Underrepresented Minorities. The Coast Guard will continue to prioritize recommendations from both studies and develop implementation plans that will benefit the total workforce. Diversity and inclusion encompass an array of issues that need to be addressed holistically and our Service will continue to maintain focus on efforts to ensure the Coast Guard is an inclusive organization.

The leadership and total workforce commitment to this action plan will enable the Coast Guard to invest in new and novel approaches to inclusion and diversity, and identify areas for improvement. Our future focus is to systematically and intentionally root diversity, inclusion and equity in our operating environments, processes and talent management systems. By embedding inclusion and diversity more fully into our culture, we will leverage the full range of talent to meet mission execution in the emerging challenges of a fast-paced, ever changing world.

Appendix

Diversity & Inclusion-Based Key Terms and Definitions

Affinity Groups: Affinity Groups (AGs) or Employee Resource Groups (ERGs) are organizationally recognized and strategic partners internal and external to the Coast Guard linked by a common purpose, ideology, or interest. They play a vital role in ensuring an inclusive environment where all are valued, included, and empowered to succeed. AGs and ERGs provide the potential for “critical mass” of employees to increase workplace inclusion.³ They are instrumental in helping the organization meet diversity and inclusion goals by helping to attract, retain and develop diverse individuals. The Coast Guard currently collaborates with thirteen affinity groups that represent various demographics.

Bias: A prejudice in favor of or against one thing, person, or group compared with another usually in a way that is considered unfair. Biases may be held by an individual, group, or institution and can have negative or positive consequences. Types of bias: *Affinity Bias, Confirmation Bias, Bandwagon Effect, and Attractiveness Bias.*

Blind Spots: The collection of unconscious biases that lead to assumptions that influence behaviors. Hidden biases impact our perceptions of social groups without our awareness or conscious control. It shapes our likes and dislikes as well as influences our judgments about people’s character, abilities, and potential. It’s called a blind spot because we cannot see it, we are not aware of the bias. The blind spot is our inability to see the bias as well as its impact on our own judgment process.

Coast Guard D&I Coaching Program: Coaching training for members in the U.S. Coast Guard. Participants will learn coaching skills that are aligned with the International Coaching Federation core coaching competencies and skills to effectively facilitate tough-talks centered on identity, race, class, gender, religion, ethnicity, sexual orientation, and ability, which underpin the challenges faced throughout our institutions and communities.

Coast Guard Inclusive Leadership Environment Index (CGILE): A standardized way to measure inclusion across the total workforce. The CGILE Index incorporates 26 questions from the Organizational Assessment Survey (OAS) questions that are identical and/or compatible to the 20 questions used in the Federal Employee Viewpoint Survey (FEVS) to track the five inclusive behaviors of the New IQ: Fair, Open, Cooperative, Supportive, and Empowering.

Culture: The way we learn to interpret, give meaning to, and function in the world based on the shared values, beliefs, history, transitions, standards, language, behavioral norms, communication styles, etc. of the communities with which we primarily identify.

Cultural Fluency: A process of lifelong learning resulting in knowledge, communication skills, behaviors, and attitudes that allow us to work effectively with others from different cultural backgrounds - increasing the ability to maximize the benefits of diversity within our workforces.

Devotion to Duty: We are professionals, military and civilian, who seek responsibility, accept accountability, and are committed to the successful achievement of our organizational goals. We exist to serve. We serve with pride.⁴

Diversity: Diversity refers to the variety of similarities and differences among people, including but not limited to: gender, gender identity, ethnicity, race, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and function, thinking style, and personality type.⁵

D&I Practitioner: Members of the Coast Guard who have a job assignment/position responsible for recognizing, creating and implementing programs to strengthen Diversity and Inclusion within the organization (e.g. CG- 127, CGA OID Staff, PAC/LANT Area Diversity Action Officers (DAO)).

Equity: The guarantee of fair treatment, access and opportunity for advancement for all (employees) while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding unbalanced conditions is needed to assist in fostering equality in the provision of effective opportunities to all groups.

³ Office of Diversity and Inclusion, *Governmentwide Inclusive Diversity Strategic Plan*, U.S. Office of Personnel Management, (2016)

⁴ Jim Dolbow, *The Coast Guardsman’s Manual, Tenth Edition*, Naval Institute Press, (2013)

⁵ Julie O’Mara and Alan Richter, *Global Diversity & Inclusion Benchmarks; Standards for Organizations Around the World*, The Centre for Global Inclusion, (2017)

Equity-Minded: Used to describe actions that demonstrate individuals' capacity to recognize and address racialized structures, policies, and practices that produce and sustain racial inequities.⁶

Global Diversity & Inclusion Benchmarks (GDIB): Diversity and Inclusion (D&I) standards and benchmarks for organizations around the World to support organizations globally in the development and implementation of D&I best practices. The GDIB helps organizations: realize the depth, breadth, and integrated scope of D&I practices; assess the current state of D&I; determine strategy, and; measure progress in managing diversity and fostering inclusion. The important GDIB elements consists of 14 categories of benchmarks, organized into four groups (foundation, internal, external, and bridging).

Honor: Integrity is our standard. We demonstrate uncompromising ethical conduct and moral behavior in all of our personal and organizational actions. We are loyal and accountable to the public trust.⁷

Inclusion: A dynamic state of operating in which diversity is leveraged to create a fair, healthy, and high-performing organization or community. An inclusive environment ensures equitable access to resources and opportunities for all. It also enables individuals and groups to feel safe, respected, engaged, motivated, and valued for who they are and for their contributions toward organizational goals.⁸

Inclusion Dialogue: A creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes; it is a method for engaging people in meaningful conversations. The goals of Inclusion Dialogues are to maximize collective intelligence, welcome and listen to diverse viewpoints, encourage full participation and civility, and harvest ideas that propel the conversation forward into action.

Key Stakeholder: An office, directorate, or entity (including those subordinate to the same) that has a vested interest in the communication, implementation and success of the proposed actions and/or initiatives.

Microaggression: Statements, actions, or incidents regarded as indirect, subtle, or unintentional discrimination against members of a marginalized group. It is also defined as brief but commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative slights and insults toward an

individual based on race, gender, sexual orientation, age, weight, etc.

Micro-inequities: Subtle slights and snubs that devalue individuals and often prompt employees to leave an organization. A theory that refers to the hypothesized ways in which individuals are either singled-out, overlooked, ignored, or otherwise discounted based on unchangeable characteristic such as race or gender.

New Inclusion Quotient (IQ): Inclusive quotient is built upon the concept that individual behaviors, repeated over time, form the habits that create inclusive work environments. These behaviors are calculated into an index using a subset of 20 questions from the Federal Employee Viewpoint Survey (FEVS). They are categorized into five subfactors: Fair, Open, Cooperative, Supportive, and Empowering. The NEW IQ index indicates a degree to which an environment is inclusive.⁹

Respect: We value our diverse workforce. We treat each other and those we serve with fairness, dignity, and compassion. We encourage creativity through empowerment. We work as a team.¹⁰

Stereotype: An oversimplified generalization about a person or a group. These can be about both negative and positive qualities but regardless, they lump people together. Stereotypes are cognitive shortcuts and become a bias when you apply the stereotype to an action.

Total Workforce: The Coast Guard's total workforce consists of all Active Duty, Reserve, Civilian and Auxiliary components. Every active duty, reserve, civilian, and auxiliary member plays an integral role in mission execution.

Unconscious Bias (or implicit Bias): Social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing.

Unit Leader: Leads a discreet work group, staff, command, or unit. An individual who has the ability to shape and impact the culture, environment and work of a defined group. A list of Unit Leader examples include but are not limited to: Command Cadre, Department Heads, Division Officers, OICs, Chiefs, Supervisors, or any person identified by any of the above positions.

⁶ University of Southern California (2017). *What is equity mindedness*. Retrieved from <https://cue.usc.edu/equity/equity-mindedness/>

⁷ Jim Dolbow, *The Coast Guardsman's Manual, Tenth Edition*, Naval Institute Press, (2013)

⁸ Julie O'Mara and Alan Richter, *Global Diversity & Inclusion Benchmarks; Standards for Organizations Around the World*, The Centre for Global Inclusion, (2017)

⁹ Office of Diversity and Inclusion, *Governmentwide Inclusive Diversity Strategic Plan*, U.S. Office of Personnel Management, (2016)

¹⁰ Jim Dolbow, *The Coast Guardsman's Manual, Tenth Edition*, Naval Institute Press, (2013)



MAY 2020

U.S. COAST GUARD HEADQUARTERS
COMMANDANT (CG-127)
WASHINGTON, D.C.

www.uscg.mil/diversity

UNITED STATES COAST GUARD

A group of diverse silhouettes of people in professional attire, including a person in a wheelchair, is positioned behind the main title text.

Civil Rights STRATEGIC PLAN 2020 – 2025

"It's all about solutions."



The U.S. Coast Guard's Vision for Civil Rights

A discrimination-free workplace where every member of, and applicant to the Coast Guard workforce has the opportunity to reach his/her/their full potential, and believes it is possible to do so without regard to: race; color; national origin; religion; sex (including gender identity, sexual harassment, pregnancy, and sexual orientation); age; disability; genetic information; marital status; parental status; political affiliation; engagement in a protected Equal Employment Opportunity (EEO) / Equal Opportunity (EO) activity or any other basis protected by law.

Active Duty



Reserve



Civilian

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A Message from the Director

The *Coast Guard Civil Rights Strategic Plan January 15, 2020 - January 14, 2025* is a framework for achieving the mission of the Civil Rights Directorate (CRD); this plan focuses on the Equal Employment Opportunity Commission's (EEOC) standards of a model EEO Program. In addition to enforcement and compliance of federal law and Coast Guard policies, the plan conveys strategic actions for resolving complaints, preventing unlawful discrimination, and strengthening important partnerships with schools and key communities.

The Coast Guard's approximately 47,000 military and 8,600 civilian personnel directly support and contribute to operational readiness and effective execution of all Coast Guard missions. Consistent with the *Coast Guard Strategic Plan (2018-2022)*, CRD strives to ensure a positive work environment for those employees, so that mission focus is not hindered by discrimination or harassment, which contribute to hostile work environments.

Strategic Plans of Action 2012, 2016 and 2018 preceded this strategy; these documents mapped out critical activities of CRD consistent with EEOC laws and regulations. They focused attention to improvement areas, successful restructuring to meet statutory obligations, and identification of quantifiable measurements established in 2012. The activities and actions resulted in measurable success. The service's civil rights performance now exceeds the federal average in most factors measured by EEOC and many CRD functions are considered to be Department of Homeland Security "best practices."

In building on CRD's success over the past years, this plan illustrates the Directorate's commitment to continuous process improvement, transparency and accountability, along with ways to facilitate the Coast Guard's civil rights efforts into the future. CRD will continue its:

- ***Commitment to robust attempts at Alternative Dispute (Early) Resolution (mediation);***
- ***Goal of all personnel understanding civil rights and knowing how to access processes;***
- ***Investment of resources to effectively communicate with Coast Guard stakeholders;***
- ***Effort to build a culture of collaboration both internally and externally.***

The process for developing this plan has been highly inclusive and collaborative. Coast Guard subject experts worked jointly to reaffirm or modify original goals, objectives, and action plans. The resulting document provides the basis for ensuring non-discrimination, and the existence of valid processes within which claims of discrimination can be addressed.

With the help of its leaders, managers, staff and partners, and with the successful implementation of the *Coast Guard Civil Rights Strategic Plan 2020-2025*, the Coast Guard affirms its vision of a discrimination-free workplace where every member and applicant has the opportunity to reach his/her/their full potential based on ability and nothing more.



Dr. Terri A. Dickerson

Director, Civil Rights Directorate



Introduction

The *Coast Guard Civil Rights' Strategic Plan 2020-2025* provides the foundation on which the Civil Rights Directorate (CRD) facilitates the continuous improvement and re-scoping of the original plans developed in 2012 and 2016. The Bird's-Eye View, found in Appendix A on page 18, delineates the Civil Rights Program's mission, vision, and the strategic goals and objectives which underlie Coast Guard responsibilities. The CRD's goals conform to the Commandant's Guiding Principles: **Relevant**, **Ready** and **Responsive**. Our members' bias for action must focus inward, protecting against violations of Coast Guard Core Values, including all forms of discrimination and harassment which breach trust, erode unit cohesion, and degrade readiness. These goals also embrace the Department's goal of retaining a highly qualified and diverse workforce that enjoys fairness and equality. For easy reference, CRD's strategic goals are depicted and explained on page 6. These are derived according to Equal Employment Opportunity Commission (EEOC) Management Directive – 715's (MD-715s) expression of six elements of a model civil rights program. The six elements establish standards by which federal agencies may develop and maintain model EEO programs, and set benchmarks to measure their progress. MD-715 standards are utilized throughout government to measure and report on its efforts to become a model employer. As described in MD-715, the six elements of a model EEO organization are:

- ***Demonstrated commitment from agency leadership;***
- ***Integration of EEO into the agency's strategic mission;***
- ***Management and program accountability;***
- ***Proactive prevention of unlawful discrimination;***
- ***Efficiency; and***
- ***Responsiveness and legal compliance***

The EEOC envisions that the service - principally leadership and facilitated by Civil Rights / EEO - carries responsibility in achieving model status. Using MD 715 standards, Exhibit 1 defines each strategic goal and a summary of the actions expected by each entity within the enterprise of the Coast Guard [i.e. "USCG" (strategic-level), "CRD" (operational-level), and respective leaders (e.g. "Commanding Officer (CO)/Officer in Charge (OIC)" (tactical-level)] in attaining a model civil rights environment.

¹ Civil rights is defined in the Coast Guard Civil Rights Manual, COMDTINST M5350.4(series), as the "Rights belonging to an individual as a matter of law, especially fundamental freedoms and privileges guaranteed by the U.S. Constitution and subsequent acts of Congress, including the rights to equal employment opportunity."



CRD's Five Strategic Goals

This Strategic Plan delineates the path that CRD intends to follow toward achieving its vision through five strategic goals which are further broken down into 15 objectives. The five strategic goals describe CRD's role vs. the Command's role in achieving the five strategic goals. Each strategic objective has accompanying action plans, which are the steps needed to achieve the objectives. Each strategic objective also is associated with performance measures, which are the means by which progress will be tracked.

Goal 1: Lead.

CRD conducts activities to assist and support Coast Guard CO/OIC to foster civil rights leadership.

USCG: Lead

CRD: CRD conducts activities to assist and support Coast Guard CO/OIC in Charge to foster civil rights leadership.

CO/OIC: Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes.

Goal 2: Adopt Strategies.

CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission.

USCG: Adopt Strategies

CRD: CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission

CO/OIC: Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness.

Goal 3: Hold All Accountable.

CRD conducts activities which uphold CO/OIC accountability for civil rights.

USCG: Hold All Accountable.

CRD: CRD conducts activities which uphold CO/OIC accountability for civil rights.

CO/OIC: All managers and supervisors are responsible for the successful implementation of civil rights program elements.

Goal 4: Prevent.

CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination.

USCG: Prevent.

CRD: CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination.

CO/OIC: Proactively prevent unlawful discrimination.

Goal 5: Efficient, Fair, Impartially Enforce Non-discrimination Laws.

CRD identifies, implements, and enforces efficient practices, aimed at promoting equal opportunity for all.

USCG: Efficient, Fair, Impartially Enforce Non-discrimination Laws.

CRD: CRD identifies and implements efficient practices, aimed at promoting equal opportunity for all.

CO/OIC: Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict.



What the CRD Does

The Civil Rights Directorate advances civil rights imperatives in the Coast Guard by carrying out multiple roles of:

- *Promoting and enforcing civil rights in order to create a discrimination-free workplace for employees and applicants;*
- *Conducting Civil Rights Awareness (CRA), Sexual Harassment Prevention (SHP), and subject related training;*
- *Conducting Equal Opportunity (EO) reviews as needed;*
- *Receiving and investigating complaints and allegations of civil rights violations;*
- *Offering recommendations for improving policies and practices which promote EO in the Coast Guard workplace;*
- *Partnering with stakeholders to review current performance and proactively assess future needs in the civil rights arena; and*
- *Partnering with leadership to manage Partnership-in-Education, Special Observances and Special Emphasis Programs.*

CRD's FUTURE

The overarching purpose of the Coast Guard Civil Rights Strategic Plan is to state CRD's intent to be a leader in civil rights service delivery and a model of civil rights practices within the Coast Guard and the Department of Homeland Security. Further, the strategic objectives outlined in this document are the initiatives through which CRD continuously pursues model civil rights program status. Both headquarters and field level staff, in their performance and achievement of desired outcomes, are instrumental in this undertaking.

CRD's VISION

A discrimination-free workplace where every member of and applicant to the Coast Guard has the opportunity to reach his/her/their full potential, and believes it is possible to do so without regard to: race; color; national origin; religion; sex (including gender identity, sexual harassment, pregnancy and sexual orientation); age; disability; genetic information; marital status; parental status; political affiliation; engagement in a protected Equal Employment Opportunity (EEO)/Equal Opportunity (EO) activity or any other basis protected by the law.

CRD's MISSION

Lead programs and facilitates practices which foster a discrimination-free workplace.

CRD's GOALS AND OBJECTIVES

The Civil Rights Directorate established five strategic goals and 15 strategic objectives that align with Management Directive 715 (MD-715) model program elements and to bring into line its organizational resources to achieve desired results. The below illustration shows how the objectives (exhibit 2.) are linked to the goals.

GOAL 1: Lead.

CRD conducts activities to assist and support Coast Guard CO/OIC to foster civil rights leadership. Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes. CRD further identified two strategic objectives for this goal.

This goal models the first EEOC element: *Demonstrated Commitment*.

- 1.1** Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce.
- 1.2** Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce.

GOAL 2: Adopt Strategies.

CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission. Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness. CO/OIC incorporates EEO strategies into their strategic mission, which imbues it into the Coast Guard's everyday strategies. This model program element also highlights "structure from the top" and "strategic commitment" as key features. As a result, CRD identified three strategic objectives.

This goal models the second EEOC element: *Making EEO an Integral Part of the Agency's Strategic Mission*.

- 2.1** Ensure an effective organizational structure to carry out the functions of CRD.
- 2.2** Increase civil rights awareness at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.
- 2.3** Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD.

GOAL 3: Hold All Accountable.

CRD conducts activities which uphold CO/OIC accountability for civil rights. All managers and supervisors are responsible for the implementation and enforcement of civil rights program elements. There is only one key characteristic in this model element, which is the overall accountability aspect of the EEO program. Therefore, CRD made this an accountability-based goal while identifying three strategic objectives.

This goal models the third EEOC element: *Ensuring Management and Program Accountability*.

- 3.1** Create and foster a collaborative, professional workplace within CRD.
- 3.2** Promote the recognition (formal and/or informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management.
- 3.3** Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services.

GOAL 4: Prevent.

CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination. This goal rises to a higher level by defining and describing the means of proactive prevention. CRD identified four strategic objectives to promote this goal.

This goal models the fourth EEOC element: *Proactive Prevention*.

- 4.1** Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors.
- 4.2** Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate.
- 4.3** Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements.
- 4.4** Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce.

GOAL 5: Efficient, Fair, Impartially Enforce Non-discrimination Laws.

CRD identifies, implements, and enforces efficient practices, aimed at promoting equal opportunity for all. Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict. Goal 5 encompasses three strategic objectives.

This goal combines the fifth and sixth EEOC elements: *Efficiency [and] Responsiveness and Legal Compliance*.

- 5.1** Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes.
- 5.2** Identify and develop tools, resources, and activities which can be utilized early in the EO process to affect positive outcomes.
- 5.3** Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF).



Implementation

Implementing the Strategic Plan is a process that involves all of CRD's stakeholders. This includes CRD's headquarters and field offices, the entire CG workforce and leadership, and partnering agencies throughout the U.S. Government. Planning tasks or action plans that fall in line with the objectives will help achieve the plan. A number of external factors could impede the implementation process; however, CRD will seek solutions to overcome those challenges and employ performance measures to gauge progress. The graphic below depicts the process for implementing the strategic objectives.

Phases of Strategic Objective Implementation



Developing Objectives and Actions

Moving from the mission to five strategic goals and from five strategic goals to 15 strategic objectives requires further planning at the action level. These 15 strategic objectives were reviewed and accepted as still relevant and not requiring changes. Like other features in this document, the supporting actions rely on transparency, collaboration, and acceptance by stakeholders. Each strategic objective is composed of subordinate initiatives that CRD will implement or improve in order to meet the goals to which they are committed. Furthermore, the strategic objectives and action plans, as previously mentioned, are not static; they may be revised based on changes in policy, procedures, mission, and vision or unforeseen circumstances. Development of the strategic objectives and action plans is just the first step in reaching the goals of the organization, as these require the full support from internal and external stakeholders.

Implementing Objectives and Actions

CRD vetted the Strategic Plan both internally and externally. CRD staff members collected data from previous years in order to establish realistic benchmarks. These benchmarks were re-evaluated and modified to make current measurements more rigorous or appropriate for the various courses of action. Cooperation from internal and external CRD stakeholders is paramount to ensure proper measurements are monitored and achievement metrics are achievable and relevant. Performance will continue to be measured and analyzed periodically based on the nature of each specific measurement.

In 2016, CRD's leadership conducted a complete review of the Directorate's major functions to ensure that staff efforts were still in line with the 15 objectives adopted in 2012. Each staff function was mapped to the appropriate subject matter expert within the Directorate. Additionally, each of the metrics used to assess CRD's performance meeting those objectives were reviewed by stakeholders. CRD conducted this activity again in 2018. The Civil Rights Directorate formed a strategic planning working group comprised of leadership and staff level members. This group: (1) conducted a comprehensive review of earlier strategic plans (2012, 2016 and 2018); (2) reviewed the Directorate's major functions, and (3) created this current plan. The team's work was highly collaborative with all members of the Directorate, both at headquarters and in the field, being offered the opportunity to provide input. At the conclusion of this effort, the working group proposed modifying 21 metrics, adding four new metrics and deleting two obsolete metrics, resulting in a total of 35 metrics to be measured on either an annual or quarterly basis. The modifications, additions and subtractions are illustrated later in this document in Appendix B "Data Dictionary."

Gauging Performance

Performance measures are vital to analyzing and understanding the achievement of the Strategic Plan. The Data Dictionary represents the formula by which the performance is evaluated. It delineates all aspects of the performance measure, including defining the metric, aligning the metric with goals and objectives, identifying a responsible office/ party and specifying the frequency of the evaluation. Appendix C is a sample of the

Strategic Dashboard with all 35 measures, while Appendix D describes the tools used to quantify those measures. As Exhibit 7 describes, performance measurement leads back to developing and refining objectives and actions. This feedback-loop represents CRD's commitment to constant and consistent improvement over time.

External Factors Affecting Achievement

Factors outside CRD's control affect its ability to achieve the objectives herein; principally budget, the national economy, demographic changes, available technology, and new regulatory requirements. While unforeseen factors are to be expected, it is worth noting that they have a bearing on future plans.

- **Budget and Resources.** This document assumes a level of funding commensurate with the strategies and priorities delineated, and changes to fiscal assumptions may result in reductions to resources necessary to implement this strategy. However, the Coast Guard continuously reviews available resources and priorities to ensure that appropriate levels of support are programmed to its key functional areas, including CRD.
- **Demographic Factors.** CRD will continue to work with Coast Guard Human Resources to maintain awareness of demographic changes and their impacts.
- **Technology.** With new developments comes the ability to interact with employees and applicants in new ways. CRD must be alert to the effects of new technology on compliance and oversight. Additionally, where technology is permissible, the workforce will expect CRD to utilize it in enforcement, education, and outreach activities. Technologies are likely to emerge that will require vetting for appropriateness for civil rights functions and implementation.
- **Legal and Regulatory Changes.** Because of its enforcement and compliance role, CRD must act and react to new Federal requirements. As new regulations are announced, each must be codified into guidance that will be widely understood by employees and applicants. Each ensuing change must also be incorporated into CRD's education and outreach efforts for the workforce. Such requirements can potentially divert resources from other planned activities.

In view of the foregoing external factors and others not delineated here, CRD will continually assess and prioritize resources to best meet mission requirements.

Reorganization of Action Items from Self-study in 2009

In September of 2008, amid myriad organizational challenges, the Director of CRD conducted a functional review and evaluation of the Coast Guard civil rights program.



For that purpose, CRD retained Booz-Allen and Hamilton (BAH), Inc. to assess the current state of the organization and to provide findings and recommendations with the goal of modernizing and professionalizing CRD. Prior program assessments had been conducted in 1999 and 2001 proposing structural and personnel changes, some of which were implemented and some of which were not., However, as anticipated, the study revealed some areas for improvement and organizational change, and recommended various structural improvements and program enhancements. As a result, CRD memorialized the recommendations and labeled them as the 53 Recommendations.

During 2010-11, the original 53 Recommendations were grouped into 29 action plans; and many of these were accomplished with the 2009 reorganization. With considerable project management training, the CRD staff further condensed the 29 action plans to 12 (these conform to the five CRD goals mentioned on page 6). In 2011, CRD added two more action plans, resulting in a total of 14 action plans covering all organizational goals and strategic objectives. These 14 action plans have been completed or were incorporated into the Strategic Plan, and are part of a recurring review process conducted by the CRD senior staff throughout each year.

² Booz-Allen Hamilton. (2009). *U.S. Coast Guard Office of Civil Rights Program Review*. Washington, DC: Author.

³ Pricewaterhouse Coopers. (1999). *Top to Bottom Review of the Coast Guard Civil Rights Program*. Washington, DC: Author.

⁴ KPMG Consulting. (2001). *Top to Bottom Review of Civil Rights/Equal Employment Opportunity Programs*. Washington, DC: Author.



Appendix A: CRD's Strategic Bird's-eye View Sheet

U.S. Coast Guard Civil Rights Directorate (CRD) VISION, MISSION, GOALS and OBJECTIVES

Vision

A discrimination-free workplace where every member of, and applicant to the Coast Guard workforce has the opportunity to reach his/her/their full potential, and believes it is possible to do so without regard to: race; color; national origin; religion; sex (including gender identity, sexual harassment, pregnancy, and sexual orientation); age; disability; genetic information; marital status; parental status; political affiliation; engagement in a protected Equal Employment Opportunity (EEO) / Equal Opportunity (EO) activity or any other basis protected by law.

Mission

Lead programs and facilitate practices which foster a discrimination-free, mission-ready workplace.

| Goals | | Objectives | |
|-------|---|------------|---|
| 1 | Lead. CRD conducts activities to assist and support Coast Guard Commanding Officers (CO)/Officers in Charge (OIC) to foster civil rights leadership. Command leadership is ultimately responsible for the Coast Guard's civil rights outcomes. | 1.1 | Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce. |
| | | 1.2 | Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce. |
| 2 | Adopt Strategies. CRD facilitates CO/OIC in their efforts to integrate civil rights into the Coast Guard's strategic mission. Command leadership communicates through words and actions, the importance of civil rights to mission effectiveness. | 2.1 | Ensure an effective program to carry out the functions of CRD. |
| | | 2.2 | Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide. |
| | | 2.3 | Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD. |

| | | | |
|----------|--|------------|--|
| 3 | Hold All Accountable. CRD conducts activities which uphold CO/OIC accountability for civil rights. All managers and supervisors are responsible for the successful implementation of civil rights program elements. | 3.1 | Create and foster a collaborative, professional workplace within CRD. |
| | | 3.2 | Promote the recognition (formal and/or informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management. |
| | | 3.3 | Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services. |
| 4 | Prevent. CRD conducts activities and develops tools to assist and support CO/OIC to proactively prevent unlawful discrimination. | 4.1 | Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC's MD-715 factors. |
| | | 4.2 | Develop and promote data and tools which help managers to understand local factors affecting the workforce EEO/EO climate. |
| | | 4.3 | Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements. |
| | | 4.4 | Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce. |
| 5 | Efficient, Effective, Fair, Impartial Enforcement of Non-discrimination Laws. CRD identifies and implements efficient practices, aimed at promoting equal opportunity for all. Command leadership embraces opportunities to resolve matters quickly and equitably, at the level closest to the issue/conflict. | 5.1 | Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes. |
| | | 5.2 | Identify and implement tools, resources, and activities which can be utilized early in the EEO/EO process to affect positive outcomes. |
| | | 5.3 | Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF). |

Appendix B: Data Dictionary (35 Performance Measures)

**** Updates/Changes are Highlighted in Red ****

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| Goal Alignment: | Goal 1 | Objective Alignment: | 1.1 - Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manager | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Civil Rights Awareness (CRA) Training Evaluation Forms (Regional Roll-up Reports) | | |
| Performance Measure Name: | 1.1.01 | Awareness of CRD's Mission | |
| Definition: | The percentage of people responding to the CRA evaluation form who are aware of the CRD mission (interrelated to measures 1.02.01 and 4.04.01). | | |
| Formula: | $(\# \text{ of people responding that they aware of the CRD mission}) / (\# \text{ of people responding to the CRA evaluation form}) * 100$. Tool 2C. | | |
| Frequency: | Quarterly | Unit Type: | Percentage (<i>Updated Target Value from 85% to 95%</i>) |

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| Goal Alignment: | Goal 1 | Objective Alignment: | 1.1 - Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce. |
| HQ Coordinator: | COMDT (CG-00H-C) | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | Website Review Form | | |
| Performance Measure Name: | 1.1.02 | Stakeholder Communications | |
| Definition: | Consistent and regular reviews of the Directorate's website. | | |
| Formula: | The number of reviews and updates to the Directorate's website (on a quarterly basis). Tool 17. | | |
| Frequency: | Quarterly | Unit Type: | Number (<i>at least 1/quarter</i>) |

This measure was retired on 7 JUN 2017

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| Goal Alignment: | Goal 1 | Objective Alignment: | 1.1 - Proactively communicate the mission/vision of CRD to reach the entire Coast Guard workforce. |
| HQ Coordinator: | COMDT (CG-00H-C) Training Program Manager | Responsible Party: | COMDT (CG-00H-C) |
| Data Source: | Communications Resources Spreadsheet | | |
| Performance Measure Name: | 1.1.03 | Communications Resources | |
| Definition: | The number of FTEs in CRD working on communications activities or products on an annual basis. | | |
| Formula: | The # of FTEs in CRD working on communications activities or products on an annual basis. | | |
| Frequency: | Annually | Unit Type: | Number |

New measure 1.01.03 adopted on 7 JUN 2017

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| Goal Alignment: | Goal 1 | Objective Alignment: | 1.2 - Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manager | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Civil Rights Awareness (CRA) Training Evaluation Forms (Roll-up) Training Data Tool | | |
| Performance Measure Name: | 1.2.01 | CG Workforce Job Satisfaction with CRD Training Expertise | |
| Definition: | The percentage of the CG workforce that is satisfied with the expertise provided by CRD's trainers on CRA training evaluation forms (interrelated to measures 1.01.01 and 4.04.01). | | |
| Formula: | $\left(\frac{\text{\# of CRA training respondents checking "Good" or "Excellent" on Question 5 of the training evaluation questionnaire (Regional Roll-up Report)}}{\text{Total \# of CRA training respondents}} \right) * 100.$ Tool 2A. | | |
| Frequency: | Quarterly | Unit Type: | Percentage (<i>Updated Target Value from 85% to 95%</i>) |



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| Goal Alignment: | Goal 1 | Objective Alignment: | 1.2 – Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manager | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Professional Development Tracking Sheet | | |
| Performance Measure Name: | 1.2.02 | EEO Counselor Mandatory Training | |
| Definition: | The percentage of EEO counselors in CRD who are up-to-date with EEO Counselor training. | | |
| Formula: | $\left(\frac{\text{\# of EEO counselors in CRD with documentation of up-to-date 32-hour \& 8-hour EEO Counselor training}}{\text{total \# of EEO counselors}} \right) * 100$; new employees have 90 days to obtain required training. Data is compiled monthly; average of monthly values is annual value. Tool 3. | | |
| Frequency: | Annually | Unit Type: | Percentage |

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| Goal Alignment: | Goal 1 | Objective Alignment: | 1.2 – Institutionalize an efficient, customer-focused CRD team through training, developing, and retaining a fully-qualified workforce. |
| HQ Coordinator: | COMDT (CG-00H-1/2) CRD CRC | Responsible Party: | COMDT (CG-00H-1/2) |
| Data Source: | Office Chiefs' Employee Performance Records | | |
| Performance Measure Name: | 1.2.03 | CRD's Measurable Employee Performance Goals and Meet Expectations | |
| Definition: | The percentage of CRD civilian employees with measurable performance goals who receive at least "meets expectations" on annual performance evaluations. | | |
| Formula: | $\left(\frac{\text{\# of CRD employees with measurable performance goals tied to standardized requirements that receive at least "meets expectations"}}{\text{\# of employees with measurable performance goals tied to standardized requirements}} \right) * 100.$ Tool 5A. | | |
| Frequency: | Annually | Unit Type: | Percentage |



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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.1 - Ensure an effective organizational program to carry out the functions of CRD. |
| HQ Coordinator: | COMDT (CG-00H-11) MD-715 Program Manager | Responsible Party: | COMDT (CG-00H-1/2) |
| Data Source: | Communications Resources Spreadsheet | | |
| Performance Measure Name: | 2.1.01 | CG EEOC MD-715 Compliance | |
| Definition: | The rate of CG compliance with all EEOC MD-715 factors. | | |
| Formula: | (# of EEOC MD-715 factors CG is in compliance with / # of EEOC MD-715 factors)*100. Tool 19. | | |
| Frequency: | Annually | Unit Type: | Percentage |

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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.2 - <i>Continue to ensure</i> civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities. |
| HQ Coordinator: | COMDT (CG-00H-2S) | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Command Checklist Tracking Sheet | | |
| Performance Measure Name: | 2.2.01 | Units with EEO/EO Objectives | |
| Definition: | The percentage of units that include EEO/EO objectives in their strategic documents. | | |
| Formula: | (# Units with 50 or more personnel assigned, per CG PAL, including reserves, who answer "Yes" to question on Command Checklist re EEO objectives in strategic plans/documents))/(# Units with 50 or more personnel assigned)*100. Tool 13B. | | |
| Frequency: | Annually <i>(Updated to Jan)</i> | Unit Type: | Percentage |

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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.2 – Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manager | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | CGBI Tracking Sheet | | |
| Performance Measure Name: | 2.2.02 | CG Workforce Compliance with BOTH Civil Rights Awareness (CRA) and Sexual Harassment Prevention (SHP) Training | |
| Definition: | Percentage of CG workforce compliant with BOTH CRA and SHP training. | | |
| Formula: | $(\# \text{ of CG employees compliant with BOTH CRA and SHP training} / \# \text{ of CG employees}) * 100$. Tool 4D. | | |
| Frequency: | Annually | Unit Type: | Percentage |

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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.2 – Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manager | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | CRA Training evaluation forms (Regional Roll-up Reports) | | |
| Performance Measure Name: | 2.2.03 | CRA Training Provided by CRD | |
| Definition: | Percentage of overall workforce who has received CRA training, computed quarterly. | | |
| Formula: | $\text{Number of CG personnel that received CRA training} / \text{total population of the CG workforce}$ (roughly 58,000 in FY2018). Tool 4B. | | |
| Frequency: | Quarterly | Unit Type: | Percentage <i>(Updated target from 8.5% to 9%)</i> |

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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.2 – Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manager | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Sexual Harassment Prevention Training Tracking Sheet | | |
| Performance Measure Name: | 2.2.04 | Sexual Harassment Prevention Training Completed | |
| Definition: | The percentage of CG personnel who take SHP training within the prior FY. | | |
| Formula: | (Number of CG personnel who took SHP training in the prior FY, according to CGBI MT-A report / the total number of personnel) * 100. Tool 4E. | | |
| Frequency: | Annually | Unit Type: | Percent |

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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.2 – Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities. |
| HQ Coordinator: | COMDT (CG-00H-12) SELEOS Program Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | Senior Executive Leadership Equal Opportunity Seminar (SELEOS) Tracking Tool | | |
| Performance Measure Name: | 2.2.05 | CG Executive Staff who have attended SELEOS | |
| Definition: | Percentage of current CG Executive Staff (Flag/SES/CMCs) who have attended SELEOS. | | |
| Formula: | # of CG Executive Staff who have completed SELEOS / total number of current Executive staff * 100. Tool 4F. | | |
| Frequency: | Annually (Measured in Nov) | Unit Type: | Percentage (Target of 85%) |

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| Goal Alignment: | Goal 1 | Objective Alignment: | 2.2 – Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | NO FEAR Act Training Completion Form | | |
| Performance Measure Name: | 2.2.06 | NO FEAR Act Training Completion Rate | |
| Definition: | The percentage of supervisors of civilians who have completed NO FEAR Act training. | | |
| Formula: | # of supervisors of civilians in the CGBI database who have completed NO FEAR Act training / total # of supervisors of civilians CG-wide. Tool 18. | | |
| Frequency: | Annually (Measured in Nov) | Unit Type: | Percentage (Target of 90%) |

This measure was adopted on 7 JUN 2017

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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.3 – Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD. |
| HQ Coordinator: | COMDT (CG-00H-12) Budget Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | FPD Database Budget Tracker | | |
| Performance Measure Name: | 2.3.01 | Expended Budget | |
| Definition: | Percentage of funding expended per FY. | | |
| Formula: | $(\$ \text{ expended} / \$ \text{ initial budget allocation from CG-8}) * 100$ <i>Include FY start and end \$ amounts within Dashboard. Tool 9B.</i> | | |
| Frequency: | Annually | Unit Type: | Percentage (Updated target from 98% to 100%) |

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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.3 – Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD. |
| HQ Coordinator: | COMDT (CG-00H-12) Budget Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | Web Budget Model Report | | |
| Performance Measure Name: | 2.3.02 | Budget Adequacy | |
| Definition: | Percentage of requested annual funding approved/received from CG-8. | | |
| Formula: | (funds received / funds requested by CG-00H Budget Manager during annual budget development) * 100. Tool 9A. | | |
| Frequency: | Annually | Unit Type: | Percentage |

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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.3 – Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD. |
| HQ Coordinator: | COMDT (CG-00H-12) Budget Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | FPD Database Budget Tracker | | |
| Performance Measure Name: | 2.3.03 | Submission of Resource Proposals to RMO | |
| Definition: | Participation in CG-8's annual RP process. | | |
| Formula: | RP(s) submitted – yes/no. Tool 9C. | | |
| Frequency: | Annually (Target is Feb) | Unit Type: | Y/N |

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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.3 – Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | Financial Manager’s Monthly Budget Tracker | | |
| Performance Measure Name: | 2.3.04 | Financial Record Compliance | |
| Definition: | The timely financial record submissions made by CRD directors. | | |
| Formula: | (# of CRD regions that submit monthly financial reports/4) * 100; computed monthly, compiled annually. Annual measure is average of monthly averages. Tool 10. | | |
| Frequency: | Annually | Unit Type: | Percentage |

This measure was adopted on 21 SEP 2018

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| Goal Alignment: | Goal 2 | Objective Alignment: | 2.3 – Secure adequate resources to effectively and efficiently carry out the planning, performance, budgeting, and execution management duties and responsibilities of CRD. |
| HQ Coordinator: | COMDT (CG-00H-12) Budget Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | Web Budget Model Report | | |
| Performance Measure Name: | 2.3.05 | Annual Budget Comparison | |
| Definition: | Percentage of change in FY budget received from CG-8. | | |
| Formula: | (Current FY budget received / previous FY budget received) * 100 <i>Include FY funding per year within Dashboard. 9D.</i> | | |
| Frequency: | Annually (Target is Nov) | Unit Type: | Percentage |

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| Goal Alignment: | Goal 3 | Objective Alignment: | 3.1 – Create and foster a collaborative, professional workplace within CRD. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | CRD Defense Equal Opportunity Climate Survey (DEOCS) Roll-up Report | | |
| Performance Measure Name: | 3.1.01 | CRD Workforce Job Satisfaction | |
| Definition: | CRD’s workforce job satisfaction per DEOCS “Job Satisfaction” rating. | | |
| Formula: | CRD’s workforce job satisfaction per DEOCS “Job Satisfaction” rating. <i>Note: Updated target measure to align with new DEOCS scale (G=>3; 2.5<=Y<3; R<2.5) Tool 7.</i> | | |
| Frequency: | Annually | Unit Type: | Defense Equal Opportunity Survey (DEOCS) Index (<i>Updated Target to 3</i>) |

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| Goal Alignment: | Goal 3 | Objective Alignment: | 3.1 – Create and foster a collaborative, professional workplace within CRD. |
| HQ Coordinator: | COMDT (CG-00H-1/2) CRD CRC | Responsible Party: | COMDT (CG-00H-1/2) |
| Data Source: | Office Chiefs’ Employee Performance Records | | |
| Performance Measure Name: | 3.1.02 | CRD Supervisor Performance Evaluations | |
| Definition: | Regional, zone, and headquarters CRD civilian supervisors who meet performance standards. | | |
| Formula: | (#of CRD civilian supervisors who receive at least “meets” ratings on the leadership competencies of their annual evaluations / # of CRD supervisors) * 100. Tool 5B. | | |
| Frequency: | Annually | Unit Type: | Percentage |

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| Goal Alignment: | Goal 3 | Objective Alignment: | 3.2 – Promote the recognition (formal and informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management. |
| HQ Coordinator: | COMDT (CG-00H-11) Awards Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | Award Submissions Report from Annual Solicitation | | |
| Performance Measure Name: | 3.2.01 | Award Nominations of CG Leadership | |
| Definition: | Recognition of positive EEO leadership. | | |
| Formula: | The number of leaders nominated for positive recognition of their EEO related activities. Tool 20. | | |
| Frequency: | Annually | Unit Type: | Number |

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| Goal Alignment: | Goal 3 | Objective Alignment: | 3.2 – Promote the recognition (formal and informal) of CO/OIC who exhibit exemplary performance in EEO/EO program management. |
| HQ Coordinator: | COMDT (CG-00H-11) Awards Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | CRD Awards and Recognition Report | | |
| Performance Measure Name: | 3.2.02 | Award Nominations by CO/OIC | |
| Definition: | CO/OIC participation in EEO/EO Awards. | | |
| Formula: | $(\# \text{ award nominations made by CO/OIC during the FY for outreach awards sponsored by the DOD Office of Diversity Management \& Equal Opportunity (ODMEO)}) / (\text{total \# awardees})$. Tool 6. | | |
| Frequency: | Annually | Unit Type: | Number |

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| Goal Alignment: | Goal 3 | Objective Alignment: | 3.3 – Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services. |
| HQ Coordinator: | COMDT (CG-00H-E) | Responsible Party: | COMDT (CG-00H-E) |
| Data Source: | CRD EA SOP Library Checklist | | |
| Performance Measure Name: | 3.3.01 | CRD Processes with Established SOPs | |
| Definition: | The percentage of CRD processes for which an updated SOP is in effect. | | |
| Formula: | (# of major CRD processes for which an updated SOP is in effect / # of major CRD processes) * 100. Tool 12. | | |
| Frequency: | Annually (Updated to Jan) | Unit Type: | Percentage |

This measure was retired on 7 JUN 2017

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| Goal Alignment: | Goal 3 | Objective Alignment: | 3.3 – Implement processes and procedures (reports, training, etc.) which improve quality and timeliness of CRD services. |
| HQ Coordinator: | COMDT (CG-00H-12) | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | Major Administrative/Support Processes Spreadsheet | | |
| Performance Measure Name: | 3.3.02 | Major Administrative/Support Functions with a Checklist | |
| Definition: | The percentage of major administrative/support functions that have checklists. | | |
| Formula: | (# of major admin/support functions that have checklists / # of admin/support functions) * 100 | | |
| Frequency: | Annually | Unit Type: | Percentage |

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| Goal Alignment: | Goal 4 | Objective Alignment: | 4.1 – Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC’s MD-715 factors. |
| HQ Coordinator: | COMDT (CG-00H-2) Senior Technical Advisor | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Command Checklist Compliance Matrix | | |
| Performance Measure Name: | 4.1.01 | Command Checklist Compliance | |
| Definition: | Command Checklist compliance CG-wide. | | |
| Formula: | $(\# \text{ of Units completing Command Checklists}) / (\text{Total \# of CG units with 50 or more personnel assigned, per CG PAL, including reserves}) * 100.$ Tool 13A. | | |
| Frequency: | Annually <i>(Updated to Jan)</i> | Unit Type: | Percentage <i>(Increased from 90% to 100%)</i> |

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| Goal Alignment: | Goal 4 | Objective Alignment: | 4.1 – Encourage periodic self-assessments of the Coast Guard workplace at all levels consistent with EEOC’s MD-715 factors. |
| HQ Coordinator: | COMDT (CG-00H-2) Senior Technical Advisor | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Command Checklist Compliance Matrix | | |
| Performance Measure Name: | 4.1.02 | EO Reviews CG-wide | |
| Definition: | The number of EO reviews conducted CG-wide. | | |
| Formula: | # of EO reviews conducted CG-wide. Tool 14A. | | |
| Frequency: | Annually | Unit Type: | Number |



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| Goal Alignment: | Goal 4 | Objective Alignment: | 4.2 – Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate. |
| HQ Coordinator: | COMDT (CG-00H-E) DEOMI Liaison | Responsible Party: | COMDT (CG-00H-E) |
| Data Source: | DEOMI DEOCS Database | | |
| Performance Measure Name: | 4.2.01 | Units Utilizing DEOCS | |
| Definition: | The percentage of CG units utilizing the Defense Equal Opportunity Climate Survey (DEOCS). | | |
| Formula: | $(\# \text{ of CG units utilizing DEOCS} / \text{total} \# \text{ of CG units required to conduct DEOCS}) * 100$. Tool 21. | | |
| Frequency: | Annually | Unit Type: | Percentage <i>(Increased target from 50% to 90%)</i> |

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| Goal Alignment: | Goal 4 | Objective Alignment: | 4.2 – Develop and promote data management tools which help Coast Guard managers to understand local factors affecting the workforce EO climate. |
| HQ Coordinator: | COMDT (CG-00H-11) MD-715 Program Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | Part I of CG EEOC MD-715 Annual Report | | |
| Performance Measure Name: | 4.2.02 | EEO Barrier Correction | |
| Definition: | The percentage of identified barriers to EEO for which CRD/Barrier Analysis Team has made a recommendation for correction. | | |
| Formula: | (Number of identified barriers to EEO for which a corrective action has been taken / Number of identified barriers) * 100; if no barriers have been identified, measurement value = 100 percent. Tool 24. | | |
| Frequency: | Annually | Unit Type: | Percentage (<i>Decreased target from 100% to 90%</i>) |

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| Goal Alignment: | Goal 4 | Objective Alignment: | 4.3 – Implement and encourage EEOC MD-715 activities within CRD that exemplify model civil rights program elements. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | Defense Equal Opportunity Climate Survey Roll-up Report | | |
| Performance Measure Name: | 4.3.01 | CRD DEOCS Rating | |
| Definition: | The average DEOCS rating for CRD. | | |
| Formula: | The sum of all DEOCS ratings for CRD / # of DEOCS factors. <i>Note: Updated target measure to align with new DEOCS scale (G=>3; 2.5<=Y<3; R<2.5). Tool 22.</i> | | |
| Frequency: | Annually (<i>Updated to Feb</i>) | Unit Type: | Defense Equal Opportunity Survey (DEOCS) Index (<i>Updated target to 3</i>) |

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| Goal Alignment: | Goal 4 | Objective Alignment: | 4.4 – Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce. |
| HQ Coordinator: | COMDT (CG-00H-12) Training Program Manger | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Civil Rights Training Effectiveness Matrix | | |
| Performance Measure Name: | 4.4.01 | CR Manual Access Knowledge | |
| Definition: | The percentage of people completing Civil Rights Awareness (CRA) training evaluation forms who acknowledge that they know how to access the CR Manual (interrelated to measures 1.01.01 and 1.02.01). | | |
| Formula: | (# of people completing CRA Training Evaluation forms (Regional Roll-up Reports) who acknowledge how to access the CR Manual / # of people completing CRA Training Eval forms) * 100; data provided quarterly by region; measure is average of regional input. Tool 2B. | | |
| Frequency: | Quarterly | Unit Type: | Percentage <i>(Increased target from 85% to 95%)</i> |

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| Goal Alignment: | Goal 4 | Objective Alignment: | 4.4 – Provide an accessible, single resource for civil rights policy and requirements to the Coast Guard workforce. |
| HQ Coordinator: | COMDT (CG-00H-11) CRD Policy Program Manger | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | Policy Implementation Tracker | | |
| Performance Measure Name: | 4.4.02 | CRD Policy/Manual Review | |
| Definition: | CRD policy statements/CRD Manual submitted for internal CRD review.. | | |
| Formula: | Notation of whether or not CRD policy statements and/or the CRD Manual have been submitted for annual, internal CRD review. Tool 23. | | |
| Frequency: | Annually <i>(Updated to Feb)</i> | Unit Type: | Binary Yes or No |

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| Goal Alignment: | Goal 5 | Objective Alignment: | 5.1 – Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes. |
| HQ Coordinator: | COMDT (CG-00H-2S) | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Solutions and Complaints Data Matrix | | |
| Performance Measure Name: | 5.1.01 | Pre-complaint Counseling Completion | |
| Definition: | The percentage of pre-complaint counseling activities completed by CG-00H within the required timeframe. | | |
| Formula: | $(\# \text{ of pre-complaint counseling opportunities completed by CG-00H within the required timeframe} / \# \text{ of pre-complaint counseling opportunities}) * 100$. Tool 14B. | | |
| Frequency: | Annually | Unit Type: | Percentage |

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| Goal Alignment: | Goal 5 | Objective Alignment: | 5.1 – Ensure highest EEO/EO quality for compliance and responsiveness by improving and measuring key operational processes. |
| HQ Coordinator: | COMDT (CG-00H-2S) | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Solutions and Complaints Data Matrix | | |
| Performance Measure Name: | 5.1.02 | Investigation Completion Timeliness | |
| Definition: | The percentage of investigations completed by CG-00H within the required timeframe. | | |
| Formula: | $(\# \text{ of investigations completed by CG-00H within the required timeframe} / \# \text{ of investigations completed}) * 100$. Tool 14C. | | |
| Frequency: | Annually | Unit Type: | Percentage |

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|----------------------------------|---|-----------------------------|---|
| Goal Alignment: | Goal 5 | Objective Alignment: | 5.2 – Identify and implement tools, resources, and activities which can be utilized early in the EO process to effect positive outcomes. |
| HQ Coordinator: | COMDT (CG-00H-2S) | Responsible Party: | COMDT (CG-00H-2) |
| Data Source: | Solutions and Complaints Data Matrix | | |
| Performance Measure Name: | 5.2.01 | Resolution Rate | |
| Definition: | The percentage of complaints processed by CG-00H that did not result in a formal complaint. | | |
| Formula: | $(\# \text{ of pre-complaints processed by CG-00H that did not result in a formal complaint} / \# \text{ of complaints initiated}) * 100$. Tool 14D. | | |
| Frequency: | Annually | Unit Type: | Percentage |

| | | | |
|----------------------------------|---|---------------------------------|---|
| Goal Alignment: | Goal 5 | Objective Alignment: | 5.3 – Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF). |
| HQ Coordinator: | COMDT (CG-00H-11) PIE Program Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | PIE Program Satisfaction Survey Report | | |
| Performance Measure Name: | 5.3.01 | PIE Program Satisfaction | |
| Definition: | The percentage of schools satisfied with the Coast Guard PIE Program. | | |
| Formula: | $(\# \text{ of registered PIE schools satisfied with CG PIE Program} / \# \text{ of schools who participate in survey}) * 100$. Tool 25. | | |
| Frequency: | Annually | Unit Type: | Percentage |

| | | | |
|----------------------------------|--|-----------------------------------|---|
| Goal Alignment: | Goal 5 | Objective Alignment: | 5.3 – Facilitate and encourage partnerships with public and private entities to increase participation by groups within the Coast Guard workforce with low participation rates compared to the Civilian Labor Force (CLF). |
| HQ Coordinator: | COMDT (CG-00H-11) PIE Program Manager | Responsible Party: | COMDT (CG-00H-1) |
| Data Source: | PIE Program Satisfaction Survey Report | | |
| Performance Measure Name: | 5.3.02 | CG Units with PIE Programs | |
| Definition: | Total number of CG units with registered PIE programs. | | |
| Formula: | #of CG units with registered PIE programs on 1 July (i.e. at the end of the school year); registration begins annually on 1 Aug (beginning of school year). Tool 11. | | |
| Frequency: | Annually | Unit Type: | Number <i>(Increased target from 125 to 160)</i> |



Addendum: **Civil Rights Strategic Plan 2025** *(Additional actions as of 1 June 2025)*

The following additional actions fall within CRSP-2025, specifically **Goal 2 Adopt Strategies**; **Objective 2.3** *Continue to ensure civil rights awareness and understanding at all levels of the Service so that the workforce can fulfill and comply with their EEO/EO requirements and responsibilities Coast Guard-wide.* Specifically, the following activities will be added.

Objective 2.02.06 ***Stronger Together Listening Sessions - NEW***

Racism continues to threaten pillars of justice and equality on which our nation stands. Its presence in our workforce threatens readiness. We must accept the difficult truth that members of society, and our workforce continue to feel un-heard, under-valued, and less than fully accepted members of the overall Coast Guard community.

Listening sessions are indicated with the goal of understanding what African American workforce members experience in society and elsewhere, and to have others recognize ways in which they can be attentive to this problem. In a learning sense, listening allows the total workforce to demonstrate that they are paying attention to thoughts, feelings and needs of African American employees (seeing the world through their eyes). This is crucial to establishing and maintaining productive relationships. Some of what we are experiencing as a nation has roots in failure to creating spaces for listening, and being able to express grief, frustration, anger and fear before it becomes unbearable. CRD will reach out to other appropriate entities to conduct activities collaboratively, for example Employee Assistance Programs, HSWL, and the Chaplain network.

Target: 5 Sessions

Measure: CRD will evaluate comments from members who participate.

Objective 2.02.07 ***Employee Resource Page - NEW***

It is not enough to acknowledge, condemn, or passively disapprove systemic inequity. We can also provide opportunities to continue the journey into learning and putting that learning into action. To that end, an employee resource page with books, DVDs, movie titles, podcasts, links, museum displays will help employees to take this journey.

Target: 1 Employee Resource Page

Measure: Publication of page



Objective 2.02.08

Professional Development for African American Aspiring Executives (Focus is attendance by Low-Participation Groups, however everyone in the workforce is welcome) - NEW

Employees also must believe and experience that they can succeed as far as their talent and ambition take them. For this reason, a session on senior executive leadership be offered through affinity groups to target particularly under-participating work groups. Though everyone may not aspire to leadership in the public sector, either as a civilian member or for others post-military service, it is nonetheless important that the Coast Guard support activities which de-mystify the process, and to invite workforce members at all levels to understand and begin to develop and document their performance of the competences proven to curate effective Federal leadership.

Target: 2 Sessions

Measure: Number of sessions held

Objective 2.02.09

Conflict Resolution Conversations - NEW

The Civil Rights Directorate will be hosting conversations using a collaborative platform aimed at expanding workforce members' knowledge of resolving workplace conflict. During periodic 1-hour sessions, guest and speakers, experts will discuss leading practices. Speakers will be sought for traditional topics such as Alternative Dispute Resolution, and settling claims focused on the EEO protected classes: race, color, religion, creed, gender, sex (including pregnancy), sexual orientation, gender identity or expression, national origin, ancestry, age, and marital status.

Appendix C: Sample Strategic Dashboard (35 Performance Measures)

| | Measure # | Tool # | Performance Measure Name | Responsible Office | DD MM YY Update | Target | Formula | Frequency |
|---|-----------|--------|---|--------------------|-----------------|--------|---|-----------------------------|
| | | | | | Actual | | | |
| 1 | 1:01:01 | 2C | Awareness of CRD's Mission | CG-00H-1 | 98.13 | 95 | (# people responding that they are aware of CRD's mission/# People responding to CRA evaluation form)*100 | Quarterly (Nov/Feb/May/Aug) |
| 2 | 1:01:02 | 17 | ... | CG-00H-C | N/A | 1 | # of updates and/or review of the Directorate's website. Goal is at least once per quarter. | Quarterly (Nov/Feb/May/Aug) |
| 3 | 1:01:03 | 18 | No FEAR Act Training Completion Rate | CG-00H-1 | N/A | 90.0 | #of supervisors of civilians who have completed NO FEAR Act training / total # of supervisors of civilians CG-wide | Annually (Nov) |
| 4 | 1:02:01 | 2A | CG Workforce Satisfaction with CRD Training Expertise | CG-00H-1 | 100.0 | 95 | (# CG training respondents marking "Good" or "Excellent" on Question 5 of Roll-up Report) / (# CG training respondents) *100; data provided quarterly by region; measure is avg of region inputs. | Quarterly (Nov/Feb/May/Aug) |
| 5 | 1:02:02 | 3 | EEO Counselor Mandatory Training | CG-00H-1 | 100 | 100 | (# of counselors with 32&8-hr training)/(# counselors who require it)*100; computed monthly; beginning Jan 2013, annual measure is avg of monthlies. New employees have 90 days to get training before adding them to the equation. | Annually (Nov) |
| 6 | 1:02:03 | 5A | CRD's Measurable Employee Performance Goals & Meet Expectations | CG-00H-1&2 | 100 | 100 | (# CRD employees with measurable performance goals tied to standardized requirements that receive at least "meets expectations" or equivalent/# employees with measurable performance goals tied to standardized requirements)*100 | Annually (May) |
| 7 | 1:02:04 | 3B | CRSPs with Basic Mediation Training | CG-00H-1 | N/A | 90.0 | (# of CRSPs who have completed Basic Mediation training / total # of CRSPs with > 180 days in the CRSP position) | Annually (Nov) |
| 8 | 2:01:01 | 19 | CG EEOC MD-715 Compliance | CG-00H-1 | 99.0 | 100 | (# of EEOC MD-715 Part G factors CG is in compliance with/# of EEOC MD-715 Part G factors)*100 | Annually (Feb) |
| 9 | 2:02:01 | 13B | Units with EEO/EO Objectives | CG-00H-2 | 92.5 | 100 | (# Units with 50 or more personnel assigned, per CG PAL, including reserves, who answer "Yes" to question on Command Checklist re: EEO objectives in strategic plans/documents)/(# Units with 50 or more personnel assigned)*100 | Annually (Jan) |

| | | | | | | | | |
|----|---------|--------|--|------------|------|-----|--|-----------------------------|
| 10 | 2:02:02 | 4D | CG Workforce Compliance with BOTH CRA and SHP Training | CG-00H-1 | 77 | 90 | (# CG employees compliant w/ BOTH Civil Rights Awareness (CRA) and Sexual Harassment Prevention (SHP) trng/# CG employees)*100 | Annually (Nov) |
| 11 | 2:02:03 | 4B | CRA Training Provided By CRD | CG-00H-1 | 7.50 | 9 | Percent of overall workforce that receives CRA training, computed quarterly. Figures from consolidated data from Regional Roll-up Reports submitted to Training Officer, and results divided by total CG workforce (~60K in FY12). | Quarterly (Nov/Feb/May/Aug) |
| 12 | 2:02:04 | 4E | Sexual Harassment Prevention Training Sessions Completed | CG-00H-1 | 75.4 | 90 | Number of CG personnel who took SHP training in the preceding 365 days, according to CGBI MT-A report, divided by the total number of personnel. | Annually (Nov) |
| 13 | 2:03:01 | 9B | | | | | Intentionally Blank | |
| 14 | 2:03:02 | 9A | | | | | Intentionally Blank | |
| 15 | 2:03:03 | 9C | | | | | Intentionally Blank | |
| 16 | 2:03:04 | 10 | | | | | Intentionally Blank | |
| 17 | 2:03:05 | 9D | | | | | Intentionally Blank | |
| 18 | 3:01:01 | 7 | CRD Workforce Job Satisfaction | CG-00H-1 | N/A | 3 | CRD's workforce job satisfaction per DEOCS "Job Satisfaction" rating.Note: Update target measure to align with new DEOCS scale (G=>3, Y>=2.5; R<2.5) | Annually (Nov) |
| 19 | 3:01:02 | 5B | CRD Management and Leadership Performance Evaluations | CG-00H-1&2 | 100 | 100 | (# CRD supervisors who receive at least "meets", or equivalent ratings on the leadership competencies of their annual evaluations / # CRD supervisors) *100 | Annually (May) |
| 20 | 3:02:01 | 20 | Award Nominations of CG Leadership | CG-00H-1 | N/A | 1 | (# of leaders nominated for recognition for civil rights efforts or accomplishments. | Annually (Nov) |
| 21 | 3:02:02 | 6& C25 | Award Nominations by COs/OICs | CG-00H-1 | 2.7 | 2 | (# award nominations made by COs/OICs during the FY for outreach awards sponsored by the DOD Office of Diversity Management & Equal Opportunity (ODMEO)) / (total # awardees) | Annually (Nov) |
| 22 | 3:03:01 | 12 | CRD Processes with Established SOPs | CG-00H-E | 69 | 100 | (# of major CRD processes for which an updated SOP is in effect / # of major CRD processes) * 100 | Annually (Jan) |

| | | | | | | | | |
|----|---------|-----|--|----------|-----|-----|---|------------------------------|
| 23 | 4:01:01 | 13A | Command Checklist Compliance | CG-00H-2 | 100 | 100 | (# Units with 50 or more personnel assigned, per CG PAL, including reserves, who complete Command Checklist re: EEO objectives in strategic plans/ documents))/(# Units with 50 or more personnel assigned)*100 | Annually (Jan) |
| 24 | 4:01:02 | 14A | EO Reviews CG-wide | CG-00H-2 | 22 | 15 | # of EO reviews conducted CG-wide | Annually (Nov) |
| 25 | 4:02:01 | 21 | Units Utilizing DEOCS | CG-00H-E | N/A | 90 | (# of CG units utilizing DEOCS / total # of CG units required to conduct DEOCS) *100 | Annually (Nov) |
| 26 | 4:02:02 | 24 | EEO Barrier Correction | CG-00H-1 | 100 | 90 | (Number of identified barriers to EEO for which a corrective action has been taken / Number of identified barriers) * 100; if no barriers have been identified, measurement value = 100 percent. | Annually (Feb) |
| 27 | 4:03:01 | 22 | CRD DEOCS Rating | CG-00H-1 | N/A | 3 | The sum of all DEOCS ratings for CRD / # of DEOCS factors. Note: Updated target measure to align with new DEOCS scale (G=>3; 2.5<=Y<3; R<2.5 | Annually (Feb) |
| 28 | 4:04:01 | 2B | CR Manual Access Knowledge | CG-00H-2 | 95 | 95 | (# people completing CRA training eval forms who check that they know how to access CR manual / # people completing CRA training eval forms)*100; data provided quarterly by region; measure is average of region inputs. | Quarterly (Nov/Feb/ May/Aug) |
| 29 | 4:04:02 | 23 | CRD Policy/ Manual Review | CG-00H-1 | 100 | Y/N | CRD policies/manual developed and submitted for internal CG clearance on an annual basis. | Annually (Feb) |
| 30 | 5:01:01 | 14B | Pre-Complaint Counseling Completion Timeliness | CG-00H-2 | 100 | 100 | (# pre-complaint counseling opportunities completed within the required time frame / # pre-complaint counseling opportunities) *100 | Annually (Nov) |
| 31 | 5:01:02 | 14C | Investigation Completion Timeliness | CG-00H-2 | 89 | 100 | (# investigations completed within the required time frame / # investigations completed) *100 | Annually (Nov) |
| 32 | 5:02:01 | 14D | Resolution Rate | CG-00H-2 | 55 | 50 | (# of pre-complaints that did not result in a formal complaint / # of complaints initiated) * 100 | Annually (Nov) |
| 33 | 5:03:01 | 25 | PIE Program Satisfaction | CG-00H-1 | 98 | 90 | (# registered PIE schools satisfied with CG PIE Program / # schools responding to satisfaction survey) *100 | Annually (Nov) |
| 34 | 5:03:02 | 11 | CG Units with PIE Programs | CG-00H-1 | 190 | 160 | # CG units with registered PIE programs on 1 July (end of academic year); new year measures begin 1 Aug; | Annually (Nov) |
| 35 | 2:02:05 | 4F | CG Executive Staff that attended SELEOS | CG-00H-1 | N/A | 85 | (# of CG Executive Staff who have completed SELEOS / total number of current Executive staff * 100) | Annually (Nov) |

Appendix D: Tool Descriptions (35 Performance Measures)

| Tool | Tool Description | Responsible Office |
|-------------|---|---------------------------|
| 2A | CG Workforce Satisfaction with CRD Training Expertise | CG-00H-2 |
| 2B | CR Manual Access Knowledge | CG-00H-1 |
| 2C | Awareness of CRD's Mission | CG-00H-2 |
| 3 | EEO Counselor Mandatory Training | CG-00H-1 |
| 3B | CRSPs with Basic Mediation Training | CG-00H-1 |
| 4B | CRA Training Provided By CRD | CG-00H-2 |
| 4D | CG Workforce Compliance with BOTH CRA and SHP Training | CG-00H-1 |
| 4E | Sexual Harassment Prevention Training Sessions Completed | CG-00H-1 |
| 4F | CG Executive Staff that attended SELEOS | CG-00H-1 |
| 5A | CRD's Measurable Employee Performance Goals & Meet Expectations | CG-00H-1 |
| 5B | CRD Management and Leadership Performance Evaluations | CG-00H-1 |
| 6 | Award Nominations by COs/OICs | CG-00H-1 |
| 7 | CRD Workforce Job Satisfaction | CG-00H-1 |
| 9A | Budget Adequacy | CG-00H-1 |
| 9B | Expended Budget | CG-00H-1 |
| 9C | Unfunded Programs | CG-00H-1 |
| 9D | Annual Budget Comparison | CG-00H-1 |
| 10 | Financial Record Compliance | CG-00H-1 |
| 11 | CG Units with PIE Programs | CG-00H-1 |
| 12 | Major Operations (OPS) Processes with Established SOPs | CG-00H-2 |
| 13A | Command Checklist Compliance | CG-00H-2 |

| | | |
|-----|--|----------|
| 13B | Units with EEO/EO Objectives | CG-00H-2 |
| 14A | EO Reviews CG-wide | CG-00H-2 |
| 14B | Pre-Complaint Counseling Completion Timeliness | CG-00H-2 |
| 14C | Investigation Completion Timeliness | CG-00H-2 |
| 14D | Resolution Rate | CG-00H-2 |
| 17 | Stakeholder Communications | CG-00H-C |
| 18 | Communications Resources | CG-00H-C |
| 19 | CG EEOC MD-715 Compliance | CG-00H-1 |
| 20 | Award Nominations of CG Leadership | CG-00H-1 |
| 21 | Units Utilizing DEOCS | CG-00H-1 |
| 22 | CRD DEOCS Rating | CG-00H-1 |
| 23 | CRD Policy Submission Timeliness | CG-00H-1 |
| 24 | EEO Barrier Correction | CG-00H-1 |
| 25 | PIE Program Satisfaction | CG-00H-1 |





SEPTEMBER 2020

U.S. COAST GUARD HEADQUARTERS
COMMANDANT (CG-00H)
WASHINGTON, D.C.

www.uscg.mil/civilrights

WORKFORCE DATA TABLES (APPROPRIATED FUND)

Table A1: Total Workforce - Distribution by Race/Ethnicity and Sex

| Employment Tenure By Subcomponent | Total Workforce All | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|-----------------------------------|---------------------|--------|---------------------------|--------------------|--------|------------------------|---|--------|----------------------------------|-------|-------------------|--------|--------|--------|--------|-------|--------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | | | | | | |
| | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| TOTAL WORKFORCE | | | | | | | | | | | | | | | | | |
| CLF (2018) | 100% | 51.8% | 48.3% | 6.8% | 6.2% | 35.7% | 31.8% | 5.7% | 6.6% | 2.2% | 2.2% | 0.1% | 0.1% | 0.3% | 0.3% | 1.0% | 1.1% |
| RCLF | 100% | 57.50% | 42.50% | 6.11% | 4.42% | 42.21% | 29.71% | 4.70% | 4.83% | 3.02% | 2.32% | 0.07% | 0.07% | 0.28% | 0.23% | 1.11% | 0.93% |
| Prior FY | 9,146 | 6,388 | 2,758 | 427 | 166 | 4,770 | 1,586 | 747 | 769 | 244 | 149 | 39 | 16 | 118 | 36 | 43 | 36 |
| | 100% | 69.84% | 30.16% | 4.67% | 1.82% | 52.15% | 17.34% | 8.17% | 8.41% | 2.67% | 1.63% | 0.43% | 0.17% | 1.29% | 0.39% | 0.47% | 0.39% |
| Current FY | 9,232 | 6,451 | 2,781 | 424 | 170 | 4,817 | 1,578 | 767 | 787 | 254 | 152 | 38 | 20 | 107 | 35 | 44 | 39 |
| | 100% | 69.88% | 30.12% | 4.59% | 1.84% | 52.18% | 17.09% | 8.31% | 8.52% | 2.75% | 1.65% | 0.41% | 0.22% | 1.16% | 0.38% | 0.48% | 0.42% |
| Difference | 86 | 63 | 23 | -3 | 4 | 47 | -8 | 20 | 18 | 10 | 3 | -1 | 4 | -11 | -1 | 1 | 3 |
| Ratio Change | 0% | 0.03% | -0.03% | -0.08% | 0.03% | 0.02% | -0.25% | 0.14% | 0.12% | 0.08% | 0.02% | -0.01% | 0.04% | -0.13% | -0.01% | 0.01% | 0.03% |
| Net Change | 0.94% | 0.99% | 0.83% | -0.70% | 2.41% | 0.99% | -0.50% | 2.68% | 2.34% | 4.10% | 2.01% | -2.56% | 25.00% | -9.32% | -2.78% | 2.33% | 8.33% |
| EMPLOYEE GAINS | | | | | | | | | | | | | | | | | |
| New Hires | 1,113 | 749 | 364 | 56 | 23 | 533 | 184 | 106 | 124 | 39 | 20 | 3 | 7 | 3 | 3 | 9 | 3 |
| | 100% | 67.30% | 32.70% | 5.03% | 2.07% | 47.89% | 16.53% | 9.52% | 11.14% | 3.50% | 1.80% | 0.27% | 0.63% | 0.27% | 0.27% | 0.81% | 0.27% |
| EMPLOYEE LOSES | | | | | | | | | | | | | | | | | |
| Reduction in Force | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Removal | 20 | 14 | 6 | 2 | 0 | 6 | 1 | 4 | 5 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 70.00% | 30.00% | 10.00% | 0% | 30.00% | 5.00% | 20.00% | 25.00% | 5.00% | 0% | 0% | 0% | 5.00% | 0% | 0% | 0% |
| Resignation | 263 | 184 | 79 | 20 | 6 | 122 | 51 | 31 | 18 | 2 | 3 | 2 | 0 | 5 | 1 | 2 | 0 |
| | 100% | 69.96% | 30.04% | 7.60% | 2.28% | 46.39% | 19.39% | 11.79% | 6.84% | 0.76% | 1.14% | 0.76% | 0% | 1.90% | 0.38% | 0.76% | 0% |
| Retirement | 405 | 283 | 122 | 18 | 6 | 237 | 80 | 15 | 30 | 5 | 4 | 3 | 0 | 5 | 1 | 0 | 1 |
| | 100% | 69.88% | 30.12% | 4.44% | 1.48% | 58.52% | 19.75% | 3.70% | 7.41% | 1.23% | 0.99% | 0.74% | 0% | 1.23% | 0.25% | 0% | 0.25% |
| Other Separations | 230 | 132 | 98 | 18 | 4 | 82 | 44 | 20 | 40 | 10 | 6 | 0 | 2 | 0 | 0 | 2 | 2 |
| | 100% | 57.39% | 42.61% | 7.83% | 1.74% | 35.65% | 19.13% | 8.70% | 17.39% | 4.35% | 2.61% | 0% | 0.87% | 0% | 0% | 0.87% | 0.87% |
| Total Separations | 918 | 613 | 305 | 58 | 16 | 447 | 176 | 70 | 93 | 18 | 13 | 5 | 2 | 11 | 2 | 4 | 3 |
| | 100% | 66.78% | 33.22% | 6.32% | 1.74% | 48.69% | 19.17% | 7.63% | 10.13% | 1.96% | 1.42% | 0.54% | 0.22% | 1.20% | 0.22% | 0.44% | 0.33% |
| PERMANENT WORKFORCE | | | | | | | | | | | | | | | | | |
| Prior FY | 8,998 | 6,297 | 2,701 | 420 | 164 | 4,693 | 1,547 | 741 | 759 | 243 | 144 | 39 | 16 | 118 | 36 | 43 | 35 |
| | 100% | 69.98% | 30.02% | 4.67% | 1.82% | 52.16% | 17.19% | 8.24% | 8.44% | 2.70% | 1.60% | 0.43% | 0.18% | 1.31% | 0.40% | 0.48% | 0.39% |
| Current FY | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |
| | 100% | 70.04% | 29.96% | 4.60% | 1.83% | 52.24% | 16.89% | 8.35% | 8.57% | 2.78% | 1.65% | 0.42% | 0.22% | 1.18% | 0.39% | 0.47% | 0.42% |
| Difference | 83 | 63 | 20 | -2 | 2 | 51 | -13 | 17 | 19 | 9 | 6 | -1 | 4 | -11 | -1 | 0 | 3 |
| Ratio Change | 0% | 0.05% | -0.05% | -0.06% | 0.01% | 0.08% | -0.30% | 0.11% | 0.13% | 0.07% | 0.05% | -0.01% | 0.04% | -0.13% | -0.01% | 0.00% | 0.03% |
| Net Change | 0.92% | 1.00% | 0.74% | -0.48% | 1.22% | 1.09% | -0.84% | 2.29% | 2.50% | 3.70% | 4.17% | -2.56% | 25.00% | -9.32% | -2.78% | 0% | 8.57% |
| EMPLOYEE GAINS | | | | | | | | | | | | | | | | | |
| New Hires | 1,052 | 708 | 344 | 56 | 21 | 505 | 172 | 97 | 119 | 37 | 20 | 3 | 7 | 3 | 3 | 7 | 2 |
| | 100% | 67.30% | 32.70% | 5.32% | 2.00% | 48.00% | 16.35% | 9.22% | 11.31% | 3.52% | 1.90% | 0.29% | 0.67% | 0.29% | 0.29% | 0.67% | 0.19% |
| EMPLOYEE LOSES | | | | | | | | | | | | | | | | | |
| Reduction in Force | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Removal | 18 | 12 | 6 | 2 | 0 | 4 | 1 | 4 | 5 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 66.67% | 33.33% | 11.11% | 0% | 22.22% | 5.56% | 22.22% | 27.78% | 5.56% | 0% | 0% | 0% | 5.56% | 0% | 0% | 0% |
| Resignation | 248 | 174 | 74 | 20 | 6 | 114 | 47 | 29 | 18 | 2 | 2 | 2 | 0 | 5 | 1 | 2 | 0 |
| | 100% | 70.16% | 29.84% | 8.06% | 2.42% | 45.97% | 18.95% | 11.69% | 7.26% | 0.81% | 0.81% | 0.81% | 0% | 2.02% | 0.40% | 0.81% | 0% |
| Retirement | 403 | 281 | 122 | 18 | 6 | 235 | 80 | 15 | 30 | 5 | 4 | 3 | 0 | 5 | 1 | 0 | 1 |
| | 100% | 69.73% | 30.27% | 4.47% | 1.49% | 58.31% | 19.85% | 3.72% | 7.44% | 1.24% | 0.99% | 0.74% | 0% | 1.24% | 0.25% | 0% | 0.25% |
| Other Separations | 216 | 127 | 89 | 18 | 3 | 77 | 40 | 20 | 38 | 10 | 5 | 0 | 2 | 0 | 0 | 2 | 1 |
| | 100% | 58.80% | 41.20% | 8.33% | 1.39% | 35.65% | 18.52% | 9.26% | 17.59% | 4.63% | 2.31% | 0% | 0.93% | 0% | 0% | 0.93% | 0.46% |
| Total Separations | 885 | 594 | 291 | 58 | 15 | 430 | 168 | 68 | 91 | 18 | 11 | 5 | 2 | 11 | 2 | 4 | 2 |
| | 100% | 67.12% | 32.88% | 6.55% | 1.69% | 48.59% | 18.98% | 7.68% | 10.28% | 2.03% | 1.24% | 0.56% | 0.23% | 1.24% | 0.23% | 0.45% | 0.23% |
| TEMPORARY | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | |
|---------------------------|-------|--------|--------|---------|-------|--------|--------|--------|---------|-------|---------|----|----|----|----|-------|--------|
| Prior FY | 148 | 91 | 57 | 7 | 2 | 77 | 39 | 6 | 10 | 1 | 5 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 100% | 61.49% | 38.51% | 4.73% | 1.35% | 52.03% | 26.35% | 4.05% | 6.76% | 0.68% | 3.38% | 0% | 0% | 0% | 0% | 0% | 0.68% |
| Current FY | 151 | 91 | 60 | 6 | 4 | 73 | 44 | 9 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 60.26% | 39.74% | 3.97% | 2.65% | 48.34% | 29.14% | 5.96% | 5.96% | 1.32% | 1.32% | 0% | 0% | 0% | 0% | 0.66% | 0.66% |
| Difference | 3 | 0 | 3 | -1 | 2 | -4 | 5 | 3 | -1 | 1 | -3 | 0 | 0 | 0 | 0 | 1 | 0 |
| Ratio Change | 0% | -1.22% | 1.22% | -0.76% | 1.30% | -3.68% | 2.79% | 1.91% | -0.80% | 0.65% | -2.05% | 0% | 0% | 0% | 0% | 0.66% | -0.01% |
| Net Change | 2.03% | 0% | 5.26% | -14.29% | 100% | -5.19% | 12.82% | 50.00% | -10.00% | 100% | -60.00% | 0% | 0% | 0% | 0% | 0% | 0% |
| EMPLOYEE GAINS | | | | | | | | | | | | | | | | | |
| New Hires | 61 | 41 | 20 | 0 | 2 | 28 | 12 | 9 | 5 | 2 | 0 | 0 | 0 | 0 | 0 | 2 | 1 |
| | 100% | 67.21% | 32.79% | 0% | 3.28% | 45.90% | 19.67% | 14.75% | 8.20% | 3.28% | 0% | 0% | 0% | 0% | 0% | 3.28% | 1.64% |
| EMPLOYEE LOSES | | | | | | | | | | | | | | | | | |
| Reduction in Force | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Removal | 2 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Resignation | 15 | 10 | 5 | 0 | 0 | 8 | 4 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 66.67% | 33.33% | 0% | 0% | 53.33% | 26.67% | 13.33% | 0% | 0% | 6.67% | 0% | 0% | 0% | 0% | 0% | 0% |
| Retirement | 2 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Separations | 14 | 5 | 9 | 0 | 1 | 5 | 4 | 0 | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 100% | 35.71% | 64.29% | 0% | 7.14% | 35.71% | 28.57% | 0% | 14.29% | 0% | 7.14% | 0% | 0% | 0% | 0% | 0% | 7.14% |
| Total Separations | 33 | 19 | 14 | 0 | 1 | 17 | 8 | 2 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 100% | 57.58% | 42.42% | 0% | 3.03% | 51.52% | 24.24% | 6.06% | 6.06% | 0% | 6.06% | 0% | 0% | 0% | 0% | 0% | 3.03% |

Table B1: Total Workforce - Distribution by Disability

| Employment Tenure By Subcomponent | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|-----------------------------------|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|-------------------------------------|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| TOTAL WORKFORCE | | | | | | | | | | | | | | | | | |
| Prior FY | 9,146 | 5,847 | 398 | 2,901 | 338 | 4 | 21 | 152 | 24 | 3 | 19 | 29 | 10 | 3 | 66 | 3 | 4 |
| | 100% | 63.93% | 4.35% | 31.72% | 3.70% | 0.04% | 0.23% | 1.66% | 0.26% | 0.03% | 0.21% | 0.32% | 0.11% | 0.03% | 0.72% | 0.03% | 0.04% |
| Current FY | 9,232 | 5,878 | 419 | 2,935 | 326 | 2 | 27 | 140 | 23 | 4 | 20 | 27 | 10 | 3 | 63 | 3 | 4 |
| | 100% | 63.67% | 4.54% | 31.79% | 3.53% | 0.02% | 0.29% | 1.52% | 0.25% | 0.04% | 0.22% | 0.29% | 0.11% | 0.03% | 0.68% | 0.03% | 0.04% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |
| Difference | 86 | 31 | 21 | 34 | -12 | -2 | 6 | -12 | -1 | 1 | 1 | -2 | 0 | 0 | -3 | 0 | 0 |
| Ratio Change | 0% | -0.26% | 0.19% | 0.07% | -0.16% | -0.02% | 0.06% | -0.15% | -0.01% | 0.01% | 0.01% | -0.02% | 0.00% | 0.00% | -0.04% | 0.00% | 0.00% |
| Net Change | 0.94% | 0.53% | 5.28% | 1.17% | -3.55% | -50.00% | 28.57% | -7.89% | -4.17% | 33.33% | 5.26% | -6.90% | 0% | 0% | -4.55% | 0% | 0% |
| EMPLOYEE GAINS | | | | | | | | | | | | | | | | | |
| New Hires | 1,113 | 662 | 83 | 368 | 31 | 0 | 3 | 10 | 3 | 2 | 4 | 0 | 1 | 0 | 8 | 0 | 0 |
| | 100% | 59.48% | 7.46% | 33.06% | 2.79% | 0% | 0.27% | 0.90% | 0.27% | 0.18% | 0.36% | 0% | 0.09% | 0% | 0.72% | 0% | 0% |
| EMPLOYEE LOSES | | | | | | | | | | | | | | | | | |
| Reduction in Force | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Removal | 20 | 13 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 65.00% | 0% | 35.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Resignation | 263 | 142 | 18 | 103 | 10 | 1 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 |
| | 100% | 53.99% | 6.84% | 39.16% | 3.80% | 0.38% | 0% | 2.28% | 0% | 0% | 0% | 0% | 0% | 0% | 1.14% | 0% | 0% |
| Retirement | 405 | 234 | 15 | 156 | 23 | 0 | 0 | 11 | 3 | 1 | 2 | 2 | 2 | 0 | 2 | 0 | 0 |
| | 100% | 57.78% | 3.70% | 38.52% | 5.68% | 0% | 0% | 2.72% | 0.74% | 0.25% | 0.49% | 0.49% | 0.49% | 0% | 0.49% | 0% | 0% |
| Other Separations | 230 | 138 | 9 | 83 | 5 | 1 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 60.00% | 3.91% | 36.09% | 2.17% | 0.43% | 0% | 0.87% | 0.43% | 0% | 0% | 0% | 0% | 0% | 0.43% | 0% | 0% |
| Total Separations | 918 | 527 | 42 | 349 | 38 | 2 | 0 | 19 | 4 | 1 | 2 | 2 | 2 | 0 | 6 | 0 | 0 |
| | 100% | 57.41% | 4.58% | 38.02% | 4.14% | 0.22% | 0% | 2.07% | 0.44% | 0.11% | 0.22% | 0.22% | 0.22% | 0% | 0.65% | 0% | 0% |
| PERMANENT WORKFORCE | | | | | | | | | | | | | | | | | |
| Prior FY | 8,998 | 5,736 | 396 | 2,866 | 332 | 4 | 20 | 151 | 23 | 3 | 19 | 29 | 10 | 3 | 63 | 3 | 4 |
| | 100% | 63.75% | 4.40% | 31.85% | 3.69% | 0.04% | 0.22% | 1.68% | 0.26% | 0.03% | 0.21% | 0.32% | 0.11% | 0.03% | 0.70% | 0.03% | 0.04% |
| Current FY | 9,081 | 5,765 | 414 | 2,902 | 322 | 2 | 27 | 139 | 22 | 4 | 20 | 27 | 10 | 3 | 61 | 3 | 4 |
| | 100% | 63.48% | 4.56% | 31.96% | 3.55% | 0.02% | 0.30% | 1.53% | 0.24% | 0.04% | 0.22% | 0.30% | 0.11% | 0.03% | 0.67% | 0.03% | 0.04% |
| Difference | 83 | 29 | 18 | 36 | -10 | -2 | 7 | -12 | -1 | 1 | 1 | -2 | 0 | 0 | -2 | 0 | 0 |
| Ratio Change | 0% | -0.26% | 0.16% | 0.11% | -0.14% | -0.02% | 0.08% | -0.15% | -0.01% | 0.01% | 0.01% | -0.02% | 0.00% | 0.00% | -0.03% | 0.00% | 0.00% |
| Net Change | 0.92% | 0.51% | 4.55% | 1.26% | -3.01% | -50.00% | 35.00% | -7.95% | -4.35% | 33.33% | 5.26% | -6.90% | 0% | 0% | -3.17% | 0% | 0% |
| EMPLOYEE GAINS | | | | | | | | | | | | | | | | | |
| New Hires | 1,052 | 623 | 80 | 349 | 29 | 0 | 3 | 8 | 3 | 2 | 4 | 0 | 1 | 0 | 8 | 0 | 0 |
| | 100% | 59.22% | 7.60% | 33.17% | 2.76% | 0% | 0.29% | 0.76% | 0.29% | 0.19% | 0.38% | 0% | 0.10% | 0% | 0.76% | 0% | 0% |
| EMPLOYEE LOSES | | | | | | | | | | | | | | | | | |
| Reduction in Force | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Removal | 18 | 11 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 61.11% | 0% | 38.89% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Resignation | 248 | 132 | 18 | 98 | 10 | 1 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 |
| | 100% | 53.23% | 7.26% | 39.52% | 4.03% | 0.40% | 0% | 2.42% | 0% | 0% | 0% | 0% | 0% | 0% | 1.21% | 0% | 0% |
| Retirement | 403 | 232 | 15 | 156 | 23 | 0 | 0 | 11 | 3 | 1 | 2 | 2 | 2 | 0 | 2 | 0 | 0 |
| | 100% | 57.57% | 3.72% | 38.71% | 5.71% | 0% | 0% | 2.73% | 0.74% | 0.25% | 0.50% | 0.50% | 0.50% | 0% | 0.50% | 0% | 0% |
| Other Separations | 216 | 127 | 8 | 81 | 5 | 1 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 58.80% | 3.70% | 37.50% | 2.31% | 0.46% | 0% | 0.93% | 0.46% | 0% | 0% | 0% | 0% | 0% | 0.46% | 0% | 0% |
| Total Separations | 885 | 502 | 41 | 342 | 38 | 2 | 0 | 19 | 4 | 1 | 2 | 2 | 2 | 0 | 6 | 0 | 0 |
| | 100% | 56.72% | 4.63% | 38.64% | 4.29% | 0.23% | 0% | 2.15% | 0.45% | 0.11% | 0.23% | 0.23% | 0.23% | 0% | 0.68% | 0% | 0% |
| TEMPORARY | | | | | | | | | | | | | | | | | |
| Prior FY | 148 | 111 | 2 | 35 | 6 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 |
| | 100% | 75.00% | 1.35% | 23.65% | 4.05% | 0% | 0.68% | 0.68% | 0.68% | 0% | 0% | 0% | 0% | 0% | 2.03% | 0% | 0% |
| Current FY | 151 | 113 | 5 | 33 | 4 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |

| | | | | | | | | | | | | | | | | | |
|--|--------|--------|---------|--------|---------|--------|----------|--------|--------|----|--------|--------|-------|--------|---------|----|----|
| Current FY | 100% | 74.83% | 3.31% | 21.85% | 2.65% | 0% | 0% | 0.66% | 0.66% | 0% | 0% | 0% | 0% | 0% | 1.32% | 0% | 0% |
| Difference | 3 | 2 | 3 | -2 | -2 | 0 | -1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -1 | 0 | 0 |
| Ratio Change | 0% | -0.17% | 1.96% | -1.79% | -1.41% | 0% | -0.68% | -0.01% | -0.01% | 0% | 0% | 0% | 0% | 0% | -0.70% | 0% | 0% |
| Net Change | 2.03% | 1.80% | 150.00% | -5.71% | -33.33% | 0% | -100.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | -33.33% | 0% | 0% |
| EMPLOYEE GAINS | | | | | | | | | | | | | | | | | |
| New Hires | 61 | 39 | 3 | 19 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 63.93% | 4.92% | 31.15% | 3.28% | 0% | 0% | 3.28% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| EMPLOYEE LOSES | | | | | | | | | | | | | | | | | |
| Reduction in Force | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Removal | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Resignation | 15 | 10 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 66.67% | 0% | 33.33% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Retirement | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Separations | 14 | 11 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 78.57% | 7.14% | 14.29% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Separations | 33 | 25 | 1 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.76% | 3.03% | 21.21% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| SCHEDULE A EMPLOYEES IN PERMANENT WORKFORCE | | | | | | | | | | | | | | | | | |
| Prior FY | 86 | 0 | 0 | 86 | 19 | 1 | 1 | 3 | 2 | 0 | 4 | 2 | 0 | 1 | 5 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 22.09% | 1.16% | 1.16% | 3.49% | 2.33% | 0% | 4.65% | 2.33% | 0% | 1.16% | 5.81% | 0% | 0% |
| Current FY | 97 | 0 | 0 | 97 | 20 | 1 | 1 | 4 | 2 | 0 | 5 | 2 | 1 | 1 | 3 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 20.62% | 1.03% | 1.03% | 4.12% | 2.06% | 0% | 5.15% | 2.06% | 1.03% | 1.03% | 3.09% | 0% | 0% |
| Difference | 11 | 0 | 0 | 11 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 1 | 0 | -2 | 0 | 0 |
| Ratio Change | 0% | 0% | 0% | 0% | -1.47% | -0.13% | -0.13% | 0.64% | -0.26% | 0% | 0.50% | -0.26% | 1.03% | -0.13% | -2.72% | 0% | 0% |
| Net Change | 12.79% | 0% | 0% | 12.79% | 5.26% | 0% | 0% | 33.33% | 0% | 0% | 25.00% | 0% | 0% | 0% | -40.00% | 0% | 0% |
| EMPLOYEE GAINS | | | | | | | | | | | | | | | | | |
| New Hires | 25 | 0 | 0 | 25 | 4 | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 1 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 16.00% | 0% | 0% | 4.00% | 0% | 0% | 8.00% | 0% | 4.00% | 0% | 0% | 0% | 0% |
| EMPLOYEE LOSES | | | | | | | | | | | | | | | | | |
| Reduction in Force | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Removal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Resignation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Retirement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Separations | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Separations | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] |
|-------|--------------------|---------------------|--------------------------|
| 9,081 | 6,646 | 793 | 1,642 |

Permanent IWD Count
Excluding 30% Veterans and
Schedule A employees who
did not self-identify.
Used for some inclusion rates.

| All | No Disability [05] | Unidentified [01] | Disability | Targeted Disability |
|---------|--------------------|-------------------|------------|---------------------|
| 1,113 | 771 | 146 | 196 | 31 |
| 100.00% | 69.27% | 13.12% | 17.61% | 2.79% |

ALL Hires Count
Excluding 30% Veterans and
Schedule A employees who
did not self-identify.
Used for p. 8 of AAP report .

| Targeted – Developmental [02] | Targeted – Brain [03] | Targeted – Hearing [19] | Targeted – Blind [20] | Targeted – Extremities [31] | Targeted – Mobility [40] | Targeted – Paralysis [60] | Targeted – Epilepsy [82] | Targeted – Intellectual [90] | Targeted – Psychiatric [91] | Targeted – Dwarfism [92] | Targeted – Disfigurement [93] |
|-------------------------------|-----------------------|-------------------------|-----------------------|-----------------------------|--------------------------|---------------------------|--------------------------|------------------------------|-----------------------------|--------------------------|-------------------------------|
| 0 | 3 | 10 | 3 | 2 | 4 | 0 | 1 | 0 | 8 | 0 | 0 |

| SEPARATIONS (PERMANENT) | All | No Disability [05] | Not Identified [01] | Disability [02/03/06- 94] | Targeted Disability |
|----------------------------|-------|--------------------------|---------------------------|---------------------------------|------------------------|
| Voluntary | 651 | 364 | 33 | 254 | 33 |
| | 7.17% | 6.31% | 7.97% | 8.75% | 10.25% |
| Involuntary | 234 | 138 | 8 | 88 | 5 |
| | 2.58% | 2.39% | 1.93% | 3.03% | 1.55% |
| Total | 885 | 502 | 41 | 342 | 38 |
| | 9.75% | 8.71% | 9.90% | 11.78% | 11.80% |

<-- Inclusion rates for use in Part J, Section V, A.2 and A.3

<-- Inclusion rates for use in Part J, Section V, A.2 and A.3

Permanent Workforce 9,081 5,765 414 2,902 322

Resignation and Retirement are counted as Voluntary Separations and Reduction in Force, Removal, and Other Separations are counted as Involuntary Separations.

Table A3-1: Occupational Categories - Distribution by Race/Ethnicity and Sex

| Occupational Category | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|--|---------------------------|--------------|---------------------------|--------------------|------------|------------------------|--------------|---|------------|----------------------------------|------------|-------------------|-----------|------------|-----------|-----------|-----------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | White | | Black or African American | | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | | | | | |
| | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| 1. Officials and Managers | | | | | | | | | | | | | | | | | |
| - Executive/Senior Level (Grades 15 and Above) | 166 | 106 | 60 | 3 | 3 | 77 | 40 | 19 | 14 | 3 | 2 | 0 | 0 | 4 | 0 | 0 | 1 |
| | 100% | 63.86% | 36.14% | 1.81% | 1.81% | 46.39% | 24.10% | 11.45% | 8.43% | 1.81% | 1.20% | 0% | 0% | 2.41% | 0% | 0% | 0.60% |
| - Mid-Level (Grades 13-14) | 1,511 | 1,039 | 472 | 68 | 29 | 791 | 235 | 120 | 170 | 31 | 21 | 6 | 4 | 17 | 3 | 6 | 10 |
| | 100% | 68.76% | 31.24% | 4.50% | 1.92% | 52.35% | 15.55% | 7.94% | 11.25% | 2.05% | 1.39% | 0.40% | 0.26% | 1.13% | 0.20% | 0.40% | 0.66% |
| - First Level (Grades 12 and Below) | 2,094 | 1,444 | 650 | 111 | 44 | 1,059 | 343 | 186 | 201 | 39 | 39 | 10 | 6 | 32 | 10 | 7 | 7 |
| | 100% | 68.96% | 31.04% | 5.30% | 2.10% | 50.57% | 16.38% | 8.88% | 9.60% | 1.86% | 1.86% | 0.48% | 0.29% | 1.53% | 0.48% | 0.33% | 0.33% |
| Officials and Managers Total | 3,771 | 2,589 | 1,182 | 182 | 76 | 1,927 | 618 | 325 | 385 | 73 | 62 | 16 | 10 | 53 | 13 | 13 | 18 |
| | 100% | 68.66% | 31.34% | 4.83% | 2.02% | 51.10% | 16.39% | 8.62% | 10.21% | 1.94% | 1.64% | 0.42% | 0.27% | 1.41% | 0.34% | 0.34% | 0.48% |
| 2. Professionals | 1,984 | 1,333 | 651 | 101 | 44 | 950 | 405 | 130 | 133 | 111 | 55 | 5 | 3 | 23 | 6 | 13 | 5 |
| | 100% | 67.19% | 32.81% | 5.09% | 2.22% | 47.88% | 20.41% | 6.55% | 6.70% | 5.59% | 2.77% | 0.25% | 0.15% | 1.16% | 0.30% | 0.66% | 0.25% |
| 3. Technicians | 235 | 212 | 23 | 6 | 3 | 164 | 14 | 28 | 4 | 9 | 2 | 1 | 0 | 4 | 0 | 0 | 0 |
| | 100% | 90.21% | 9.79% | 2.55% | 1.28% | 69.79% | 5.96% | 11.91% | 1.70% | 3.83% | 0.85% | 0.43% | 0% | 1.70% | 0% | 0% | 0% |
| 4. Sales Workers | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 5. Administrative Support Workers | 1,021 | 342 | 679 | 35 | 33 | 223 | 385 | 65 | 207 | 9 | 24 | 3 | 7 | 4 | 12 | 3 | 11 |
| | 100% | 33.50% | 66.50% | 3.43% | 3.23% | 21.84% | 37.71% | 6.37% | 20.27% | 0.88% | 2.35% | 0.29% | 0.69% | 0.39% | 1.18% | 0.29% | 1.08% |
| 6. Craft Workers | 1,134 | 1,111 | 23 | 51 | 1 | 872 | 14 | 125 | 8 | 32 | 0 | 6 | 0 | 16 | 0 | 9 | 0 |
| | 100% | 97.97% | 2.03% | 4.50% | 0.09% | 76.90% | 1.23% | 11.02% | 0.71% | 2.82% | 0% | 0.53% | 0% | 1.41% | 0% | 0.79% | 0% |
| 7. Operatives | 170 | 163 | 7 | 8 | 0 | 112 | 3 | 37 | 2 | 1 | 0 | 3 | 0 | 0 | 1 | 2 | 1 |
| | 100% | 95.88% | 4.12% | 4.71% | 0% | 65.88% | 1.76% | 21.76% | 1.18% | 0.59% | 0% | 1.76% | 0% | 0% | 0.59% | 1.18% | 0.59% |
| 8. Laborers and Helpers | 37 | 36 | 1 | 0 | 0 | 31 | 1 | 2 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 97.30% | 2.70% | 0% | 0% | 83.78% | 2.70% | 5.41% | 0% | 5.41% | 0% | 0% | 0% | 2.70% | 0% | 0% | 0% |
| 9. Service Workers | 158 | 137 | 21 | 15 | 1 | 109 | 17 | 5 | 2 | 5 | 0 | 1 | 0 | 2 | 0 | 0 | 1 |
| | 100% | 86.71% | 13.29% | 9.49% | 0.63% | 68.99% | 10.76% | 3.16% | 1.27% | 3.16% | 0% | 0.63% | 0% | 1.27% | 0% | 0% | 0.63% |
| TOTAL | 8,511 | 5,923 | 2,588 | 398 | 158 | 4,388 | 1,458 | 717 | 741 | 242 | 143 | 35 | 20 | 103 | 32 | 40 | 36 |
| | 100% | 69.59% | 30.41% | 4.68% | 1.86% | 51.56% | 17.13% | 8.42% | 8.71% | 2.84% | 1.68% | 0.41% | 0.23% | 1.21% | 0.38% | 0.47% | 0.42% |
| Permanent Workforce | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |

| | | | | | | | | | | | | | | | | | |
|---------------------|------|--------|--------|-------|-------|--------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Remainder workforce | 100% | 70.04% | 29.96% | 4.60% | 1.83% | 52.24% | 16.89% | 8.35% | 8.57% | 2.78% | 1.65% | 0.42% | 0.22% | 1.18% | 0.39% | 0.47% | 0.42% |
|---------------------|------|--------|--------|-------|-------|--------|--------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|

Table A3-2: Occupational Categories - Distribution by Race/Ethnicity and Sex

| Occupational Category | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|--|---------------------------|--------|---------------------------|--------------------|--------|------------------------|--------|---|--------|----------------------------------|--------|-------------------|--------|--------|--------|--------|--------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | White | | Black or African American | | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | | | | | |
| | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| 1. Management | | | | | | | | | | | | | | | | | |
| - Executive/Senior Level (Grades 15 and Above) | 166 | 106 | 60 | 3 | 3 | 77 | 40 | 19 | 14 | 3 | 2 | 0 | 0 | 4 | 0 | 0 | 1 |
| | 1.95% | 1.79% | 2.32% | 0.75% | 1.90% | 1.75% | 2.74% | 2.65% | 1.89% | 1.24% | 1.40% | 0% | 0% | 3.88% | 0% | 0% | 2.78% |
| - Mid-Level (Grades 13-14) | 1,511 | 1,039 | 472 | 68 | 29 | 791 | 235 | 120 | 170 | 31 | 21 | 6 | 4 | 17 | 3 | 6 | 10 |
| | 17.75% | 17.54% | 18.24% | 17.09% | 18.35% | 18.03% | 16.12% | 16.74% | 22.94% | 12.81% | 14.69% | 17.14% | 20.00% | 16.50% | 9.38% | 15.00% | 27.78% |
| - First Level (Grades 12 and Below) | 2,094 | 1,444 | 650 | 111 | 44 | 1,059 | 343 | 186 | 201 | 39 | 39 | 10 | 6 | 32 | 10 | 7 | 7 |
| | 24.60% | 24.38% | 25.12% | 27.89% | 27.85% | 24.13% | 23.53% | 25.94% | 27.13% | 16.12% | 27.27% | 28.57% | 30.00% | 31.07% | 31.25% | 17.50% | 19.44% |
| Total Management | 3,771 | 2,589 | 1,182 | 182 | 76 | 1,927 | 618 | 325 | 385 | 73 | 62 | 16 | 10 | 53 | 13 | 13 | 18 |
| | 44.31% | 43.71% | 45.67% | 45.73% | 48.10% | 43.92% | 42.39% | 45.33% | 51.96% | 30.17% | 43.36% | 45.71% | 50.00% | 51.46% | 40.63% | 32.50% | 50.00% |
| 2. Professionals | 1,984 | 1,333 | 651 | 101 | 44 | 950 | 405 | 130 | 133 | 111 | 55 | 5 | 3 | 23 | 6 | 13 | 5 |
| | 23.31% | 22.51% | 25.15% | 25.38% | 27.85% | 21.65% | 27.78% | 18.13% | 17.95% | 45.87% | 38.46% | 14.29% | 15.00% | 22.33% | 18.75% | 32.50% | 13.89% |
| 3. Technicians | 235 | 212 | 23 | 6 | 3 | 164 | 14 | 28 | 4 | 9 | 2 | 1 | 0 | 4 | 0 | 0 | 0 |
| | 2.76% | 3.58% | 0.89% | 1.51% | 1.90% | 3.74% | 0.96% | 3.91% | 0.54% | 3.72% | 1.40% | 2.86% | 0% | 3.88% | 0% | 0% | 0% |
| 4. Sales Workers | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.01% | 0% | 0.04% | 0% | 0% | 0% | 0.07% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 5. Administrative Support Workers | 1,021 | 342 | 679 | 35 | 33 | 223 | 385 | 65 | 207 | 9 | 24 | 3 | 7 | 4 | 12 | 3 | 11 |
| | 12.00% | 5.77% | 26.24% | 8.79% | 20.89% | 5.08% | 26.41% | 9.07% | 27.94% | 3.72% | 16.78% | 8.57% | 35.00% | 3.88% | 37.50% | 7.50% | 30.56% |
| 6. Craft Workers | 1,134 | 1,111 | 23 | 51 | 1 | 872 | 14 | 125 | 8 | 32 | 0 | 6 | 0 | 16 | 0 | 9 | 0 |
| | 13.32% | 18.76% | 0.89% | 12.81% | 0.63% | 19.87% | 0.96% | 17.43% | 1.08% | 13.22% | 0% | 17.14% | 0% | 15.53% | 0% | 22.50% | 0% |
| 7. Operatives | 170 | 163 | 7 | 8 | 0 | 112 | 3 | 37 | 2 | 1 | 0 | 3 | 0 | 0 | 1 | 2 | 1 |
| | 2.00% | 2.75% | 0.27% | 2.01% | 0% | 2.55% | 0.21% | 5.16% | 0.27% | 0.41% | 0% | 8.57% | 0% | 0% | 3.13% | 5.00% | 2.78% |
| 8. Laborers and Helpers | 37 | 36 | 1 | 0 | 0 | 31 | 1 | 2 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 0.43% | 0.61% | 0.04% | 0% | 0% | 0.71% | 0.07% | 0.28% | 0% | 0.83% | 0% | 0% | 0% | 0.97% | 0% | 0% | 0% |
| 9. Service Workers | 158 | 137 | 21 | 15 | 1 | 109 | 17 | 5 | 2 | 5 | 0 | 1 | 0 | 2 | 0 | 0 | 1 |
| | 1.86% | 2.31% | 0.81% | 3.77% | 0.63% | 2.48% | 1.17% | 0.70% | 0.27% | 2.07% | 0% | 2.86% | 0% | 1.94% | 0% | 0% | 2.78% |
| TOTAL | 8,511 | 5,923 | 2,588 | 398 | 158 | 4,388 | 1,458 | 717 | 741 | 242 | 143 | 35 | 20 | 103 | 32 | 40 | 36 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Permanent Workforce | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

NOTE: Percentages computed down columns and NOT across rows.

Table B3-2: Occupational Categories - Distribution by Disability

| Employment Tenure | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|--|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| 1. Officials and Managers | | | | | | | | | | | | | | | | | |
| - Executive/Senior Level (Grades 15 and Above) | 166 | 105 | 10 | 51 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.95% | 1.96% | 2.53% | 1.85% | 0.65% | 0% | 0% | 1.52% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| - Mid-Level (Grades 13-14) | 1,511 | 898 | 92 | 521 | 51 | 0 | 3 | 26 | 3 | 0 | 4 | 5 | 2 | 1 | 6 | 1 | 0 |
| | 17.75% | 16.76% | 23.29% | 18.89% | 16.61% | 0% | 12.00% | 19.70% | 14.29% | 0% | 20.00% | 18.52% | 20.00% | 33.33% | 10.53% | 50.00% | 0% |
| - First Level (Grades 12 and Below) | 2,094 | 1,194 | 104 | 796 | 86 | 0 | 10 | 39 | 5 | 1 | 2 | 6 | 4 | 1 | 17 | 1 | 0 |
| | 24.60% | 22.28% | 26.33% | 28.86% | 28.01% | 0% | 40.00% | 29.55% | 23.81% | 25.00% | 10.00% | 22.22% | 40.00% | 33.33% | 29.82% | 50.00% | 0% |
| Officials and Managers Total | 3,771 | 2,197 | 206 | 1,368 | 139 | 0 | 13 | 67 | 8 | 1 | 6 | 11 | 6 | 2 | 23 | 2 | 0 |
| | 44.31% | 41.00% | 52.15% | 49.60% | 45.28% | 0% | 52.00% | 50.76% | 38.10% | 25.00% | 30.00% | 40.74% | 60.00% | 66.67% | 40.35% | 100% | 0% |
| 2. Professionals | | | | | | | | | | | | | | | | | |
| | 1,984 | 1,313 | 88 | 583 | 77 | 1 | 6 | 30 | 8 | 2 | 5 | 9 | 2 | 1 | 13 | 0 | 0 |
| | 23.31% | 24.51% | 22.28% | 21.14% | 25.08% | 50.00% | 24.00% | 22.73% | 38.10% | 50.00% | 25.00% | 33.33% | 20.00% | 33.33% | 22.81% | 0% | 0% |
| 3. Technicians | | | | | | | | | | | | | | | | | |
| | 235 | 128 | 10 | 97 | 3 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| | 2.76% | 2.39% | 2.53% | 3.52% | 0.98% | 0% | 0% | 1.52% | 0% | 0% | 0% | 3.70% | 0% | 0% | 0% | 0% | 0% |
| 4. Sales Workers | | | | | | | | | | | | | | | | | |
| | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.01% | 0.02% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 5. Administrative Support Workers | | | | | | | | | | | | | | | | | |
| | 1,021 | 630 | 44 | 347 | 60 | 1 | 2 | 18 | 4 | 0 | 8 | 6 | 1 | 0 | 19 | 0 | 1 |
| | 12.00% | 11.76% | 11.14% | 12.58% | 19.54% | 50.00% | 8.00% | 13.64% | 19.05% | 0% | 40.00% | 22.22% | 10.00% | 0% | 33.33% | 0% | 25.00% |
| 6. Craft Workers | | | | | | | | | | | | | | | | | |
| | 1,134 | 822 | 35 | 277 | 22 | 0 | 3 | 12 | 1 | 1 | 0 | 0 | 1 | 0 | 2 | 0 | 2 |
| | 13.32% | 15.34% | 8.86% | 10.04% | 7.17% | 0% | 12.00% | 9.09% | 4.76% | 25.00% | 0% | 0% | 10.00% | 0% | 3.51% | 0% | 50.00% |
| 7. Operatives | | | | | | | | | | | | | | | | | |
| | 170 | 124 | 3 | 43 | 4 | 0 | 0 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 2.00% | 2.31% | 0.76% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 8. Laborers and Helpers | | | | | | | | | | | | | | | | | |
| | 37 | 27 | 2 | 8 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.43% | 0.50% | 0.51% | 0.29% | 0.33% | 0% | 4.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 9. Service Workers | | | | | | | | | | | | | | | | | |
| | 158 | 116 | 7 | 35 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.86% | 2.16% | 1.77% | 1.27% | 0.33% | 0% | 0% | 0.76% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 8,511 | 5,358 | 395 | 2,758 | 307 | 2 | 25 | 132 | 21 | 4 | 20 | 27 | 10 | 3 | 57 | 2 | 4 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |

NOTE: Percentages computed down columns and NOT across rows.

Table A4-1: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent)

| GS/GM, SES and Related Grades | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|-------------------------------|---------------------------|--------|--------|--------------------|--------|------------------------|--------|---------------------------|--------|--------|--------|---|--------|----------------------------------|--------|-------------------|--------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | |
| | | | | | | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | |
| GS-01 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-02 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-03 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 20 | 8 | 12 | 2 | 1 | 3 | 10 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 100% | 40.00% | 60.00% | 10.00% | 5.00% | 15.00% | 50.00% | 5.00% | 5.00% | 5.00% | 0% | 0% | 0% | 0% | 0% | 5.00% | 0% |
| GS-05 | 140 | 50 | 90 | 7 | 7 | 30 | 47 | 11 | 30 | 1 | 2 | 1 | 1 | 0 | 0 | 0 | 3 |
| | 100% | 35.71% | 64.29% | 5.00% | 5.00% | 21.43% | 33.57% | 7.86% | 21.43% | 0.71% | 1.43% | 0.71% | 0.71% | 0% | 0% | 0% | 2.14% |
| GS-06 | 158 | 64 | 94 | 6 | 8 | 41 | 48 | 12 | 33 | 2 | 3 | 1 | 1 | 1 | 1 | 1 | 0 |
| | 100% | 40.51% | 59.49% | 3.80% | 5.06% | 25.95% | 30.38% | 7.59% | 20.89% | 1.27% | 1.90% | 0.63% | 0.63% | 0.63% | 0.63% | 0.63% | 0% |
| GS-07 | 586 | 223 | 363 | 18 | 22 | 151 | 197 | 38 | 104 | 11 | 17 | 1 | 5 | 2 | 9 | 2 | 9 |
| | 100% | 38.05% | 61.95% | 3.07% | 3.75% | 25.77% | 33.62% | 6.48% | 17.75% | 1.88% | 2.90% | 0.17% | 0.85% | 0.34% | 1.54% | 0.34% | 1.54% |
| GS-08 | 173 | 60 | 113 | 8 | 3 | 43 | 56 | 7 | 45 | 0 | 3 | 0 | 2 | 2 | 3 | 0 | 1 |
| | 100% | 34.68% | 65.32% | 4.62% | 1.73% | 24.86% | 32.37% | 4.05% | 26.01% | 0% | 1.73% | 0% | 1.16% | 1.16% | 1.73% | 0% | 0.58% |
| GS-09 | 608 | 314 | 294 | 20 | 16 | 215 | 182 | 53 | 76 | 16 | 14 | 2 | 0 | 8 | 3 | 0 | 3 |
| | 100% | 51.64% | 48.36% | 3.29% | 2.63% | 35.36% | 29.93% | 8.72% | 12.50% | 2.63% | 2.30% | 0.33% | 0% | 1.32% | 0.49% | 0% | 0.49% |
| GS-10 | 18 | 8 | 10 | 0 | 0 | 6 | 3 | 1 | 6 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 44.44% | 55.56% | 0% | 0% | 33.33% | 16.67% | 5.56% | 33.33% | 5.56% | 0% | 0% | 0% | 0% | 5.56% | 0% | 0% |
| GS-11 | 969 | 684 | 285 | 54 | 20 | 513 | 164 | 75 | 71 | 13 | 19 | 7 | 5 | 17 | 3 | 5 | 3 |
| | 100% | 70.59% | 29.41% | 5.57% | 2.06% | 52.94% | 16.92% | 7.74% | 7.33% | 1.34% | 1.96% | 0.72% | 0.52% | 1.75% | 0.31% | 0.52% | 0.31% |
| GS-12 | 1,832 | 1,322 | 510 | 108 | 34 | 961 | 303 | 154 | 131 | 59 | 29 | 6 | 2 | 26 | 6 | 8 | 5 |
| | 100% | 72.16% | 27.84% | 5.90% | 1.86% | 52.46% | 16.54% | 8.41% | 7.15% | 3.22% | 1.58% | 0.33% | 0.11% | 1.42% | 0.33% | 0.44% | 0.27% |
| GS-13 | 1,829 | 1,310 | 519 | 92 | 29 | 978 | 283 | 140 | 159 | 61 | 32 | 7 | 3 | 21 | 5 | 11 | 8 |
| | 100% | 71.62% | 28.38% | 5.03% | 1.59% | 53.47% | 15.47% | 7.65% | 8.69% | 3.34% | 1.75% | 0.38% | 0.16% | 1.15% | 0.27% | 0.60% | 0.44% |
| GS-14 | 923 | 633 | 290 | 32 | 16 | 490 | 152 | 60 | 88 | 38 | 27 | 1 | 1 | 8 | 2 | 4 | 4 |
| | 100% | 68.58% | 31.42% | 3.47% | 1.73% | 53.09% | 16.47% | 6.50% | 9.53% | 4.12% | 2.93% | 0.11% | 0.11% | 0.87% | 0.22% | 0.43% | 0.43% |
| GS-15 | 281 | 196 | 85 | 5 | 4 | 157 | 58 | 21 | 18 | 10 | 3 | 0 | 0 | 3 | 1 | 0 | 1 |
| | 100% | 69.75% | 30.25% | 1.78% | 1.42% | 55.87% | 20.64% | 7.47% | 6.41% | 3.56% | 1.07% | 0% | 0% | 1.07% | 0.36% | 0% | 0.36% |
| All Other (Unspecified GS) | 27 | 18 | 9 | 0 | 3 | 17 | 6 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 66.67% | 33.33% | 0% | 11.11% | 62.96% | 22.22% | 3.70% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total GS Employees | 7,564 | 4,890 | 2,674 | 352 | 163 | 3,605 | 1,509 | 574 | 762 | 213 | 149 | 26 | 20 | 88 | 34 | 32 | 37 |
| | 100% | 64.65% | 35.35% | 4.65% | 2.15% | 47.66% | 19.95% | 7.59% | 10.07% | 2.82% | 1.97% | 0.34% | 0.26% | 1.16% | 0.45% | 0.42% | 0.49% |
| SES | 20 | 13 | 7 | 0 | 1 | 11 | 4 | 1 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 65.00% | 35.00% | 0% | 5.00% | 55.00% | 20.00% | 5.00% | 5.00% | 0% | 5.00% | 0% | 0% | 5.00% | 0% | 0% | 0% |
| Other Senior Pay | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 100% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Senior Pay | 21 | 13 | 8 | 0 | 2 | 11 | 4 | 1 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 61.90% | 38.10% | 0% | 9.52% | 52.38% | 19.05% | 4.76% | 4.76% | 0% | 4.76% | 0% | 0% | 4.76% | 0% | 0% | 0% |
| TOTAL | 7,585 | 4,903 | 2,682 | 352 | 165 | 3,616 | 1,513 | 575 | 763 | 213 | 150 | 26 | 20 | 89 | 34 | 32 | 37 |
| | 100% | 64.64% | 35.36% | 4.64% | 2.18% | 47.67% | 19.95% | 7.58% | 10.06% | 2.81% | 1.98% | 0.34% | 0.26% | 1.17% | 0.45% | 0.42% | 0.49% |
| Permanent Workforce | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |
| | 100% | 70.04% | 29.96% | 4.60% | 1.83% | 52.24% | 16.89% | 8.35% | 8.57% | 2.78% | 1.65% | 0.42% | 0.22% | 1.18% | 0.39% | 0.47% | 0.42% |

Table B4-1: Participation Rates for General Schedule (GS) Grades by Disability (Permanent)

| Employment Tenure | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|----------------------------|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| GS-01 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-02 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-03 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 20 | 13 | 0 | 7 | 3 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 65.00% | 0% | 35.00% | 15.00% | 0% | 0% | 15.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-05 | 140 | 83 | 7 | 50 | 10 | 0 | 0 | 2 | 3 | 0 | 3 | 0 | 0 | 0 | 2 | 0 | 0 |
| | 100% | 59.29% | 5.00% | 35.71% | 7.14% | 0% | 0% | 1.43% | 2.14% | 0% | 2.14% | 0% | 0% | 0% | 1.43% | 0% | 0% |
| GS-06 | 158 | 86 | 11 | 61 | 13 | 0 | 1 | 1 | 0 | 0 | 2 | 4 | 0 | 0 | 5 | 0 | 0 |
| | 100% | 54.43% | 6.96% | 38.61% | 8.23% | 0% | 0.63% | 0.63% | 0% | 0% | 1.27% | 2.53% | 0% | 0% | 3.16% | 0% | 0% |
| GS-07 | 586 | 347 | 23 | 216 | 27 | 0 | 1 | 9 | 1 | 0 | 3 | 2 | 0 | 0 | 11 | 0 | 0 |
| | 100% | 59.22% | 3.92% | 36.86% | 4.61% | 0% | 0.17% | 1.54% | 0.17% | 0% | 0.51% | 0.34% | 0% | 0% | 1.88% | 0% | 0% |
| GS-08 | 173 | 121 | 7 | 45 | 8 | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 1 | 0 | 3 | 0 | 0 |
| | 100% | 69.94% | 4.05% | 26.01% | 4.62% | 0% | 0% | 1.73% | 0.58% | 0% | 0% | 0% | 0.58% | 0% | 1.73% | 0% | 0% |
| GS-09 | 608 | 363 | 24 | 221 | 25 | 1 | 5 | 9 | 1 | 1 | 1 | 1 | 0 | 1 | 4 | 0 | 1 |
| | 100% | 59.70% | 3.95% | 36.35% | 4.11% | 0.16% | 0.82% | 1.48% | 0.16% | 0.16% | 0.16% | 0.16% | 0% | 0.16% | 0.66% | 0% | 0.16% |
| GS-10 | 18 | 13 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 72.22% | 5.56% | 22.22% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-11 | 969 | 580 | 44 | 345 | 41 | 1 | 3 | 17 | 2 | 0 | 2 | 4 | 3 | 0 | 9 | 0 | 0 |
| | 100% | 59.86% | 4.54% | 35.60% | 4.23% | 0.10% | 0.31% | 1.75% | 0.21% | 0% | 0.21% | 0.41% | 0.31% | 0% | 0.93% | 0% | 0% |
| GS-12 | 1,832 | 1,091 | 97 | 644 | 57 | 0 | 6 | 25 | 4 | 1 | 1 | 8 | 2 | 1 | 8 | 1 | 0 |
| | 100% | 59.55% | 5.29% | 35.15% | 3.11% | 0% | 0.33% | 1.36% | 0.22% | 0.05% | 0.05% | 0.44% | 0.11% | 0.05% | 0.44% | 0.05% | 0% |
| GS-13 | 1,829 | 1,170 | 84 | 575 | 70 | 0 | 6 | 32 | 5 | 0 | 5 | 7 | 3 | 1 | 11 | 0 | 0 |
| | 100% | 63.97% | 4.59% | 31.44% | 3.83% | 0% | 0.33% | 1.75% | 0.27% | 0% | 0.27% | 0.38% | 0.16% | 0.05% | 0.60% | 0% | 0% |
| GS-14 | 923 | 591 | 56 | 276 | 31 | 0 | 0 | 17 | 3 | 1 | 2 | 1 | 0 | 0 | 6 | 1 | 0 |
| | 100% | 64.03% | 6.07% | 29.90% | 3.36% | 0% | 0% | 1.84% | 0.33% | 0.11% | 0.22% | 0.11% | 0% | 0% | 0.65% | 0.11% | 0% |
| GS-15 | 281 | 189 | 16 | 76 | 5 | 0 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 67.26% | 5.69% | 27.05% | 1.78% | 0% | 0.36% | 1.42% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| All Other (Unspecified GS) | 27 | 22 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 81.48% | 0% | 18.52% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total GS Employees | 7,564 | 4,669 | 370 | 2,525 | 290 | 2 | 23 | 122 | 20 | 3 | 19 | 27 | 9 | 3 | 59 | 2 | 1 |
| | 100% | 61.73% | 4.89% | 33.38% | 3.83% | 0.03% | 0.30% | 1.61% | 0.26% | 0.04% | 0.25% | 0.36% | 0.12% | 0.04% | 0.78% | 0.03% | 0.01% |
| SES | 20 | 15 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.00% | 5.00% | 20.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Senior Pay | 1 | 0 | 0 | 1 | 0% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Senior Pay | 21 | 15 | 1 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 71.43% | 4.76% | 23.81% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 7,585 | 4,684 | 371 | 2,530 | 290 | 2 | 23 | 122 | 20 | 3 | 19 | 27 | 9 | 3 | 59 | 2 | 1 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| GS-01 to GS-10* | 1,703 | 1,026 | 73 | 604 | 86 | 1 | 7 | 27 | 6 | 1 | 9 | 7 | 1 | 1 | 25 | 0 | 1 |
| | 100% | 60.25% | 4.29% | 35.47% | 5.05% | 0.06% | 0.41% | 1.59% | 0.35% | 0.06% | 0.53% | 0.41% | 0.06% | 0.06% | 1.47% | 0% | 0.06% |
| GS-11 to SES* | 5,855 | 3,636 | 298 | 1,921 | 204 | 1 | 16 | 95 | 14 | 2 | 10 | 20 | 8 | 2 | 34 | 2 | 0 |
| | 100% | 62.10% | 5.09% | 32.81% | 3.48% | 0.02% | 0.27% | 1.62% | 0.24% | 0.03% | 0.17% | 0.34% | 0.14% | 0.03% | 0.58% | 0.03% | 0% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |

* NOTE: The GS-01 to GS-10 and GS-11 to SES tabulations in this table add up the numbers in this table and DO NOT include employees not on the GS or SES pay plans.

* For Part J, use the numbers presented in the Utilization Perm tab, which is far to the right in this workbook.

Table A4-1: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Temporary)

| GS/GM, SES and Related Grades | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|-------------------------------|---------------------------|--------|--------|--------------------|--------|------------------------|--------|---------------------------|--------|--------|-------|---|-------|----------------------------------|-------|-------------------|-------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | |
| | | | | | | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male |
| GS-01 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-02 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-03 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-05 | 3 | 1 | 2 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 33.33% | 66.67% | 0% | 0% | 33.33% | 66.67% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-06 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-07 | 3 | 2 | 1 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 66.67% | 33.33% | 66.67% | 0% | 0% | 33.33% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-08 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-09 | 5 | 3 | 2 | 0 | 0 | 3 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 60.00% | 40.00% | 0% | 0% | 60.00% | 0% | 0% | 40.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-11 | 6 | 3 | 3 | 0 | 1 | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 50.00% | 50.00% | 0% | 16.67% | 50.00% | 33.33% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-12 | 12 | 6 | 6 | 0 | 2 | 4 | 3 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 50.00% | 50.00% | 0% | 16.67% | 33.33% | 25.00% | 16.67% | 8.33% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-13 | 14 | 6 | 8 | 1 | 0 | 3 | 4 | 0 | 4 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 100% | 42.86% | 57.14% | 7.14% | 0% | 21.43% | 28.57% | 0% | 28.57% | 7.14% | 0% | 0% | 0% | 0% | 0% | 7.14% | 0% |
| GS-14 | 16 | 8 | 8 | 1 | 0 | 7 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 50.00% | 50.00% | 6.25% | 0% | 43.75% | 50.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-15 | 4 | 3 | 1 | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.00% | 25.00% | 0% | 0% | 75.00% | 25.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| All Other (Unspecified GS) | 73 | 44 | 29 | 2 | 1 | 38 | 23 | 3 | 2 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 100% | 60.27% | 39.73% | 2.74% | 1.37% | 52.05% | 31.51% | 4.11% | 2.74% | 1.37% | 2.74% | 0% | 0% | 0% | 0% | 0% | 1.37% |
| Total GS Employees | 136 | 76 | 60 | 6 | 4 | 62 | 44 | 5 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 55.88% | 44.12% | 4.41% | 2.94% | 45.59% | 32.35% | 3.68% | 6.62% | 1.47% | 1.47% | 0% | 0% | 0% | 0% | 0.74% | 0.74% |
| SES | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Senior Pay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Senior Pay | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 137 | 77 | 60 | 6 | 4 | 63 | 44 | 5 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 56.20% | 43.80% | 4.38% | 2.92% | 45.99% | 32.12% | 3.65% | 6.57% | 1.46% | 1.46% | 0.00% | 0.00% | 0.00% | 0.00% | 0.73% | 0.73% |
| Temporary Workforce | 151 | 91 | 60 | 6 | 4 | 73 | 44 | 9 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 60% | 40% | 4% | 3% | 48% | 29% | 6% | 6% | 1% | 1% | 0% | 0% | 0% | 0% | 1% | 1% |

Table B4-1: Participation Rates for General Schedule (GS) Grades by Disability (Temporary)

| Employment Tenure | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|----------------------------|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| GS-01 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-02 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-03 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-05 | 3 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 33.33% | 33.33% | 33.33% | 33.33% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 33.33% | 0% | 0% |
| GS-06 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-07 | 3 | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 33.33% | 0% | 66.67% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-08 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-09 | 5 | 2 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 40.00% | 0% | 60.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-11 | 6 | 3 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 50.00% | 0% | 50.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-12 | 12 | 7 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 58.33% | 0% | 41.67% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-13 | 14 | 9 | 0 | 5 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 64.29% | 0% | 35.71% | 7.14% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 7.14% | 0% | 0% | 0% |
| GS-14 | 16 | 14 | 0 | 2 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 87.50% | 0% | 12.50% | 6.25% | 0% | 0% | 0% | 6.25% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-15 | 4 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 50.00% | 25.00% | 25.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| All Other (Unspecified GS) | 73 | 62 | 3 | 8 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 84.93% | 4.11% | 10.96% | 1.37% | 0% | 0% | 1.37% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total GS Employees | 136 | 101 | 5 | 30 | 4 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 |
| | 100% | 74.26% | 3.68% | 22.06% | 2.94% | 0% | 0% | 0.74% | 0.74% | 0% | 0% | 0% | 0% | 1.47% | 0% | 0% | 0% |
| SES | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Senior Pay | 0 | 0 | 0 | 0 | 0% | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Senior Pay | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 137 | 101 | 5 | 31 | 4 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| GS-01 to GS10 | 11 | 4 | 1 | 6 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 36.36% | 9.09% | 54.55% | 9.09% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 9.09% | 0% | 0% | 0% |
| GS-11 to SES | 53 | 35 | 1 | 17 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 66.04% | 1.89% | 32.08% | 3.77% | 0% | 0% | 0% | 1.89% | 0% | 0% | 0% | 0% | 1.89% | 0% | 0% | 0% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |

Table A4-2: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent)

| GS/GM, SES and Related Grades | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|-------------------------------|---------------------------|--------|---------------------------|--------------------|--------|------------------------|--------|---|--------|----------------------------------|--------|-------------------|--------|--------|--------|--------|--------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | White | | Black or African American | | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | | | | | |
| | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| GS-01 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-02 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-03 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 20 | 8 | 12 | 2 | 1 | 3 | 10 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 0.26% | 0.16% | 0.45% | 0.57% | 0.61% | 0.08% | 0.66% | 0.17% | 0.13% | 0.47% | 0% | 0% | 0% | 0% | 0% | 3.13% | 0% |
| GS-05 | 140 | 50 | 90 | 7 | 7 | 30 | 47 | 11 | 30 | 1 | 2 | 1 | 1 | 0 | 0 | 0 | 3 |
| | 1.85% | 1.02% | 3.36% | 1.99% | 4.24% | 0.83% | 3.11% | 1.91% | 3.93% | 0.47% | 1.33% | 3.85% | 5.00% | 0% | 0% | 0% | 8.11% |
| GS-06 | 158 | 64 | 94 | 6 | 8 | 41 | 48 | 12 | 33 | 2 | 3 | 1 | 1 | 1 | 1 | 1 | 0 |
| | 2.08% | 1.31% | 3.50% | 1.70% | 4.85% | 1.13% | 3.17% | 2.09% | 4.33% | 0.94% | 2.00% | 3.85% | 5.00% | 1.12% | 2.94% | 3.13% | 0% |
| GS-07 | 586 | 223 | 363 | 18 | 22 | 151 | 197 | 38 | 104 | 11 | 17 | 1 | 5 | 2 | 9 | 2 | 9 |
| | 7.73% | 4.55% | 13.53% | 5.11% | 13.33% | 4.18% | 13.02% | 6.61% | 13.63% | 5.16% | 11.33% | 3.85% | 25.00% | 2.25% | 26.47% | 6.25% | 24.32% |
| GS-08 | 173 | 60 | 113 | 8 | 3 | 43 | 56 | 7 | 45 | 0 | 3 | 0 | 2 | 2 | 3 | 0 | 1 |
| | 2.28% | 1.22% | 4.21% | 2.27% | 1.82% | 1.19% | 3.70% | 1.22% | 5.90% | 0% | 2.00% | 0% | 10.00% | 2.25% | 8.82% | 0% | 2.70% |
| GS-09 | 608 | 314 | 294 | 20 | 16 | 215 | 182 | 53 | 76 | 16 | 14 | 2 | 0 | 8 | 3 | 0 | 3 |
| | 8.02% | 6.40% | 10.96% | 5.68% | 9.70% | 5.95% | 12.03% | 9.22% | 9.96% | 7.51% | 9.33% | 7.69% | 0% | 8.99% | 8.82% | 0% | 8.11% |
| GS-10 | 18 | 8 | 10 | 0 | 0 | 6 | 3 | 1 | 6 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 0.24% | 0.16% | 0.37% | 0% | 0% | 0.17% | 0.20% | 0.17% | 0.79% | 0.47% | 0% | 0% | 0% | 0% | 2.94% | 0% | 0% |
| GS-11 | 969 | 684 | 285 | 54 | 20 | 513 | 164 | 75 | 71 | 13 | 19 | 7 | 5 | 17 | 3 | 5 | 3 |
| | 12.78% | 13.95% | 10.63% | 15.34% | 12.12% | 14.19% | 10.84% | 13.04% | 9.31% | 6.10% | 12.67% | 26.92% | 25.00% | 19.10% | 8.82% | 15.63% | 8.11% |
| GS-12 | 1,832 | 1,322 | 510 | 108 | 34 | 961 | 303 | 154 | 131 | 59 | 29 | 6 | 2 | 26 | 6 | 8 | 5 |
| | 24.15% | 26.96% | 19.02% | 30.68% | 20.61% | 26.58% | 20.03% | 26.78% | 17.17% | 27.70% | 19.33% | 23.08% | 10.00% | 29.21% | 17.65% | 25.00% | 13.51% |
| GS-13 | 1,829 | 1,310 | 519 | 92 | 29 | 978 | 283 | 140 | 159 | 61 | 32 | 7 | 3 | 21 | 5 | 11 | 8 |
| | 24.11% | 26.72% | 19.35% | 26.14% | 17.58% | 27.05% | 18.70% | 24.35% | 20.84% | 28.64% | 21.33% | 26.92% | 15.00% | 23.60% | 14.71% | 34.38% | 21.62% |
| GS-14 | 923 | 633 | 290 | 32 | 16 | 490 | 152 | 60 | 88 | 38 | 27 | 1 | 1 | 8 | 2 | 4 | 4 |
| | 12.17% | 12.91% | 10.81% | 9.09% | 9.70% | 13.55% | 10.05% | 10.43% | 11.53% | 17.84% | 18.00% | 3.85% | 5.00% | 8.99% | 5.88% | 12.50% | 10.81% |
| GS-15 | 281 | 196 | 85 | 5 | 4 | 157 | 58 | 21 | 18 | 10 | 3 | 0 | 0 | 3 | 1 | 0 | 1 |
| | 3.70% | 4.00% | 3.17% | 1.42% | 2.42% | 4.34% | 3.83% | 3.65% | 2.36% | 4.69% | 2.00% | 0% | 0% | 3.37% | 2.94% | 0% | 2.70% |
| All Other (Unspecified GS) | 27 | 18 | 9 | 0 | 3 | 17 | 6 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.36% | 0.37% | 0.34% | 0% | 1.82% | 0.47% | 0.40% | 0.17% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total GS Employees | 7,564 | 4,890 | 2,674 | 352 | 163 | 3,605 | 1,509 | 574 | 762 | 213 | 149 | 26 | 20 | 88 | 34 | 32 | 37 |
| | 99.72% | 99.73% | 99.70% | 100% | 98.79% | 99.70% | 99.74% | 99.83% | 99.87% | 100% | 99.33% | 100% | 100% | 98.88% | 100% | 100% | 100% |
| SES | 20 | 13 | 7 | 0 | 1 | 11 | 4 | 1 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 0.26% | 0.27% | 0.26% | 0% | 0.61% | 0.30% | 0.26% | 0.17% | 0.13% | 0% | 0.67% | 0% | 0% | 1.12% | 0% | 0% | 0% |
| Other Senior Pay | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.01% | 0% | 0.04% | 0% | 0.61% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Senior Pay | 21 | 13 | 8 | 0 | 2 | 11 | 4 | 1 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 0.28% | 0.27% | 0.30% | 0% | 1.21% | 0.30% | 0.26% | 0.17% | 0.13% | 0% | 0.67% | 0% | 0% | 1.12% | 0% | 0% | 0% |
| TOTAL | 7,585 | 4,903 | 2,682 | 352 | 165 | 3,616 | 1,513 | 575 | 763 | 213 | 150 | 26 | 20 | 89 | 34 | 32 | 37 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Permanent Workforce | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

NOTE: Percentages computed down columns and NOT across rows.

Table B4-2: Participation Rates for General Schedule (GS) Grades by Disability (Permanent)

| Employment Tenure | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|----------------------------|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| GS-01 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-02 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-03 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 20 | 13 | 0 | 7 | 3 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.26% | 0.28% | 0% | 0.28% | 1.03% | 0% | 0% | 2.46% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-05 | 140 | 83 | 7 | 50 | 10 | 0 | 0 | 2 | 3 | 0 | 3 | 0 | 0 | 0 | 2 | 0 | 0 |
| | 1.85% | 1.77% | 1.89% | 1.98% | 3.45% | 0% | 0% | 1.64% | 15.00% | 0% | 15.79% | 0% | 0% | 0% | 3.39% | 0% | 0% |
| GS-06 | 158 | 86 | 11 | 61 | 13 | 0 | 1 | 1 | 0 | 0 | 2 | 4 | 0 | 0 | 5 | 0 | 0 |
| | 2.08% | 1.84% | 2.96% | 2.41% | 4.48% | 0% | 4.35% | 0.82% | 0% | 0% | 10.53% | 14.81% | 0% | 0% | 8.47% | 0% | 0% |
| GS-07 | 586 | 347 | 23 | 216 | 27 | 0 | 1 | 9 | 1 | 0 | 3 | 2 | 0 | 0 | 11 | 0 | 0 |
| | 7.73% | 7.41% | 6.20% | 8.54% | 9.31% | 0% | 4.35% | 7.38% | 5.00% | 0% | 15.79% | 7.41% | 0% | 0% | 18.64% | 0% | 0% |
| GS-08 | 173 | 121 | 7 | 45 | 8 | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 1 | 0 | 3 | 0 | 0 |
| | 2.28% | 2.58% | 1.89% | 1.78% | 2.76% | 0% | 0% | 2.46% | 5.00% | 0% | 0% | 0% | 11.11% | 0% | 5.08% | 0% | 0% |
| GS-09 | 608 | 363 | 24 | 221 | 25 | 1 | 5 | 9 | 1 | 1 | 1 | 1 | 0 | 1 | 4 | 0 | 1 |
| | 8.02% | 7.75% | 6.47% | 8.74% | 8.62% | 50.00% | 21.74% | 7.38% | 5.00% | 33.33% | 5.26% | 3.70% | 0% | 33.33% | 6.78% | 0% | 100% |
| GS-10 | 18 | 13 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.24% | 0.28% | 0.27% | 0.16% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-11 | 969 | 580 | 44 | 345 | 41 | 1 | 3 | 17 | 2 | 0 | 2 | 4 | 3 | 0 | 9 | 0 | 0 |
| | 12.78% | 12.38% | 11.86% | 13.64% | 14.14% | 50.00% | 13.04% | 13.93% | 10.00% | 0% | 10.53% | 14.81% | 33.33% | 0% | 15.25% | 0% | 0% |
| GS-12 | 1,832 | 1,091 | 97 | 644 | 57 | 0 | 6 | 25 | 4 | 1 | 1 | 8 | 2 | 1 | 8 | 1 | 0 |
| | 24.15% | 23.29% | 26.15% | 25.45% | 19.66% | 0% | 26.09% | 20.49% | 20.00% | 33.33% | 5.26% | 29.63% | 22.22% | 33.33% | 13.56% | 50.00% | 0% |
| GS-13 | 1,829 | 1,170 | 84 | 575 | 70 | 0 | 6 | 32 | 5 | 0 | 5 | 7 | 3 | 1 | 11 | 0 | 0 |
| | 24.11% | 24.98% | 22.64% | 22.73% | 24.14% | 0% | 26.09% | 26.23% | 25.00% | 0% | 26.32% | 25.93% | 33.33% | 33.33% | 18.64% | 0% | 0% |
| GS-14 | 923 | 591 | 56 | 276 | 31 | 0 | 0 | 17 | 3 | 1 | 2 | 1 | 0 | 0 | 6 | 1 | 0 |
| | 12.17% | 12.62% | 15.09% | 10.91% | 10.69% | 0% | 0% | 13.93% | 15.00% | 33.33% | 10.53% | 3.70% | 0% | 0% | 10.17% | 50.00% | 0% |
| GS-15 | 281 | 189 | 16 | 76 | 5 | 0 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3.70% | 4.04% | 4.31% | 3.00% | 1.72% | 0% | 4.35% | 3.28% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| All Other (Unspecified GS) | 27 | 22 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.36% | 0.47% | 0% | 0.20% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total GS Employees | 7,564 | 4,669 | 370 | 2,525 | 290 | 2 | 23 | 122 | 20 | 3 | 19 | 27 | 9 | 3 | 59 | 2 | 1 |
| | 99.72% | 99.68% | 99.73% | 99.80% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| SES | 20 | 15 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.26% | 0.32% | 0.27% | 0.16% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Senior Pay | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.01% | 0% | 0% | 0.04% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Senior Pay | 21 | 15 | 1 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.28% | 0.32% | 0.27% | 0.20% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 7,585 | 4,684 | 371 | 2,530 | 290 | 2 | 23 | 122 | 20 | 3 | 19 | 27 | 9 | 3 | 59 | 2 | 1 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |

NOTE: Percentages computed down columns and NOT across rows.

Table A4-2: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Temporary)

| GS/GM, SES and Related Grades | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|-------------------------------|---------------------------|--------|---------------------------|--------------------|--------|------------------------|--------|---|--------|----------------------------------|--------|-------------------|--------|------|--------|------|--------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | White | | Black or African American | | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | | | | | |
| | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| GS-01 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-02 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-03 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-05 | 3 | 1 | 2 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2.19% | 1.30% | 3.33% | 0% | 0% | 1.59% | 4.55% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-06 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-07 | 3 | 2 | 1 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2.19% | 2.60% | 1.67% | 33.33% | 0% | 0% | 2.27% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-08 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-09 | 5 | 3 | 2 | 0 | 0 | 3 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3.65% | 3.90% | 3.33% | 0% | 0% | 4.76% | 0% | 0% | 22.22% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-11 | 6 | 3 | 3 | 0 | 1 | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 4.38% | 3.90% | 5.00% | 0% | 25.00% | 4.76% | 4.55% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-12 | 12 | 6 | 6 | 0 | 2 | 4 | 3 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 8.76% | 7.79% | 10.00% | 0% | 50.00% | 6.35% | 6.82% | 40.00% | 11.11% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-13 | 14 | 6 | 8 | 1 | 0 | 3 | 4 | 0 | 4 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 10.22% | 7.79% | 13.33% | 16.67% | 0% | 4.76% | 9.09% | 0% | 44.44% | 50.00% | 0% | 0% | 0% | 0% | 0% | 100% | 0% |
| GS-14 | 16 | 8 | 8 | 1 | 0 | 7 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 11.68% | 10.39% | 13.33% | 16.67% | 0% | 11.11% | 18.18% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-15 | 4 | 3 | 1 | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2.92% | 3.90% | 1.67% | 0% | 0% | 4.76% | 2.27% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| All Other (Unspecified GS) | 73 | 44 | 29 | 2 | 1 | 38 | 23 | 3 | 2 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 53.28% | 57.14% | 48.33% | 33.33% | 25.00% | 60.32% | 52.27% | 60.00% | 22.22% | 50.00% | 100% | 0% | 0% | 0% | 0% | 0% | 100% |
| Total GS Employees | 136 | 76 | 60 | 6 | 4 | 62 | 44 | 5 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 99.27% | 98.70% | 100% | 100% | 100% | 98.41% | 100% | 100% | 100% | 100% | 100% | 0% | 0% | 0% | 0% | 100% | 100% |
| SES | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.73% | 1.30% | 0% | 0% | 0% | 1.59% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Senior Pay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Senior Pay | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.73% | 1.30% | 0% | 0% | 0% | 1.59% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 137 | 77 | 60 | 6 | 4 | 63 | 44 | 5 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0% | 0% | 0% | 0% | 100% | 100% |
| Temporary Workforce | 151 | 91 | 60 | 6 | 4 | 73 | 44 | 9 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

NOTE: Percentages computed down columns and NOT across rows.

Table B4-2: Participation Rates for General Schedule (GS) Grades by Disability (Temporary)

| Employment Tenure | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|----------------------------|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| GS-01 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-02 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-03 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-05 | 3 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 2.19% | 0.99% | 20.00% | 3.23% | 25.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50.00% | 0% | 0% |
| GS-06 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-07 | 3 | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2.19% | 0.99% | 0% | 6.45% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-08 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-09 | 5 | 2 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3.65% | 1.98% | 0% | 9.68% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-11 | 6 | 3 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 4.38% | 2.97% | 0% | 9.68% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-12 | 12 | 7 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 8.76% | 6.93% | 0% | 16.13% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-13 | 14 | 9 | 0 | 5 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 10.22% | 8.91% | 0% | 16.13% | 25.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50.00% | 0% | 0% |
| GS-14 | 16 | 14 | 0 | 2 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 11.68% | 13.86% | 0% | 6.45% | 25.00% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-15 | 4 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2.92% | 1.98% | 20.00% | 3.23% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| All Other (Unspecified GS) | 73 | 62 | 3 | 8 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 53.28% | 61.39% | 60.00% | 25.81% | 25.00% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total GS Employees | 136 | 101 | 5 | 30 | 4 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |
| | 99.27% | 100% | 100% | 96.77% | 100% | 0% | 0% | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| SES | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.73% | 0% | 0% | 3.23% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Senior Pay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Senior Pay | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.73% | 0% | 0% | 3.23% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 137 | 101 | 5 | 31 | 4 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |
| | 100% | 100% | 100% | 100% | 100% | 0% | 0% | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |

NOTE: Percentages computed down columns and NOT across rows.

Table A5-1: SALARY - Distribution by Race, Ethnicity, and Sex (Permanent)

| Salary Range | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|------------------------------|---------------------------|--------|--------|--------------------|-------|------------------------|--------|---------------------------|--------|--------|-------|---|-------|----------------------------------|-------|-------------------|-------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | |
| All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | |
| Up to \$20,000 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$20,001-\$30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$30,001-\$40,000 | 51 | 32 | 19 | 2 | 4 | 23 | 8 | 5 | 6 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 62.75% | 37.25% | 3.92% | 7.84% | 45.10% | 15.69% | 9.80% | 11.76% | 3.92% | 1.96% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$40,001-\$50,000 | 416 | 202 | 214 | 22 | 17 | 138 | 120 | 29 | 61 | 5 | 8 | 0 | 3 | 4 | 1 | 4 | 4 |
| | 100% | 48.56% | 51.44% | 5.29% | 4.09% | 33.17% | 28.85% | 6.97% | 14.66% | 1.20% | 1.92% | 0% | 0.72% | 0.96% | 0.24% | 0.96% | 0.96% |
| \$50,001-\$60,000 | 877 | 540 | 337 | 40 | 18 | 375 | 187 | 103 | 102 | 11 | 13 | 4 | 2 | 5 | 9 | 2 | 6 |
| | 100% | 61.57% | 38.43% | 4.56% | 2.05% | 42.76% | 21.32% | 11.74% | 11.63% | 1.25% | 1.48% | 0.46% | 0.23% | 0.57% | 1.03% | 0.23% | 0.68% |
| \$60,001-\$70,000 | 999 | 690 | 309 | 37 | 12 | 518 | 180 | 93 | 87 | 20 | 15 | 3 | 4 | 15 | 6 | 4 | 5 |
| | 100% | 69.07% | 30.93% | 3.70% | 1.20% | 51.85% | 18.02% | 9.31% | 8.71% | 2.00% | 1.50% | 0.30% | 0.40% | 1.50% | 0.60% | 0.40% | 0.50% |
| \$70,001-\$80,000 | 922 | 680 | 242 | 38 | 15 | 523 | 141 | 75 | 68 | 25 | 9 | 6 | 4 | 7 | 3 | 6 | 2 |
| | 100% | 73.75% | 26.25% | 4.12% | 1.63% | 56.72% | 15.29% | 8.13% | 7.38% | 2.71% | 0.98% | 0.65% | 0.43% | 0.76% | 0.33% | 0.65% | 0.22% |
| \$80,001-\$90,000 | 1,049 | 792 | 257 | 51 | 13 | 599 | 154 | 98 | 68 | 17 | 15 | 8 | 3 | 16 | 2 | 3 | 2 |
| | 100% | 75.50% | 24.50% | 4.86% | 1.24% | 57.10% | 14.68% | 9.34% | 6.48% | 1.62% | 1.43% | 0.76% | 0.29% | 1.53% | 0.19% | 0.29% | 0.19% |
| \$90,001-\$100,000 | 930 | 690 | 240 | 50 | 17 | 517 | 130 | 83 | 74 | 13 | 9 | 8 | 0 | 13 | 5 | 6 | 5 |
| | 100% | 74.19% | 25.81% | 5.38% | 1.83% | 55.59% | 13.98% | 8.92% | 7.96% | 1.40% | 0.97% | 0.86% | 0% | 1.40% | 0.54% | 0.65% | 0.54% |
| \$100,001-\$110,000 | 844 | 609 | 235 | 57 | 21 | 434 | 136 | 71 | 56 | 29 | 16 | 2 | 1 | 13 | 2 | 3 | 3 |
| | 100% | 72.16% | 27.84% | 6.75% | 2.49% | 51.42% | 16.11% | 8.41% | 6.64% | 3.44% | 1.90% | 0.24% | 0.12% | 1.54% | 0.24% | 0.36% | 0.36% |
| \$110,001-\$120,000 | 821 | 601 | 220 | 42 | 19 | 442 | 113 | 54 | 71 | 40 | 12 | 4 | 2 | 12 | 0 | 7 | 3 |
| | 100% | 73.20% | 26.80% | 5.12% | 2.31% | 53.84% | 13.76% | 6.58% | 8.65% | 4.87% | 1.46% | 0.49% | 0.24% | 1.46% | 0% | 0.85% | 0.37% |
| \$120,001-\$130,000 | 595 | 425 | 170 | 22 | 7 | 335 | 100 | 34 | 52 | 28 | 8 | 1 | 0 | 4 | 2 | 1 | 1 |
| | 100% | 71.43% | 28.57% | 3.70% | 1.18% | 56.30% | 16.81% | 5.71% | 8.74% | 4.71% | 1.34% | 0.17% | 0% | 0.67% | 0.34% | 0.17% | 0.17% |
| \$130,001-\$140,000 | 683 | 459 | 224 | 28 | 11 | 338 | 120 | 55 | 61 | 27 | 25 | 1 | 1 | 7 | 2 | 3 | 4 |
| | 100% | 67.20% | 32.80% | 4.10% | 1.61% | 49.49% | 17.57% | 8.05% | 8.93% | 3.95% | 3.66% | 0.15% | 0.15% | 1.02% | 0.29% | 0.44% | 0.59% |
| \$140,001-\$150,000 | 245 | 173 | 72 | 15 | 2 | 132 | 36 | 15 | 26 | 7 | 7 | 1 | 0 | 2 | 0 | 1 | 1 |
| | 100% | 70.61% | 29.39% | 6.12% | 0.82% | 53.88% | 14.69% | 6.12% | 10.61% | 2.86% | 2.86% | 0.41% | 0% | 0.82% | 0% | 0.41% | 0.41% |
| \$150,001-\$160,000 | 252 | 173 | 79 | 5 | 2 | 132 | 40 | 16 | 25 | 13 | 9 | 0 | 0 | 5 | 2 | 2 | 1 |
| | 100% | 68.65% | 31.35% | 1.98% | 0.79% | 52.38% | 15.87% | 6.35% | 9.92% | 5.16% | 3.57% | 0% | 0% | 1.98% | 0.79% | 0.79% | 0.40% |
| \$161,001-\$170,000 | 181 | 142 | 39 | 4 | 2 | 114 | 28 | 13 | 8 | 9 | 1 | 0 | 0 | 1 | 0 | 1 | 0 |
| | 100% | 78.45% | 21.55% | 2.21% | 1.10% | 62.98% | 15.47% | 7.18% | 4.42% | 4.97% | 0.55% | 0% | 0% | 0.55% | 0% | 0.55% | 0% |
| \$170,001-\$180,000 | 180 | 130 | 50 | 4 | 4 | 107 | 35 | 13 | 8 | 4 | 1 | 0 | 0 | 2 | 1 | 0 | 1 |
| | 100% | 72.22% | 27.78% | 2.22% | 2.22% | 59.44% | 19.44% | 7.22% | 4.44% | 2.22% | 0.56% | 0% | 0% | 1.11% | 0.56% | 0% | 0.56% |
| \$180,001 and Greater | 35 | 21 | 14 | 1 | 2 | 16 | 6 | 1 | 5 | 2 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 60.00% | 40.00% | 2.86% | 5.71% | 45.71% | 17.14% | 2.86% | 14.29% | 5.71% | 2.86% | 0% | 0% | 2.86% | 0% | 0% | 0% |
| TOTAL | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |
| | 100% | 70.04% | 29.96% | 4.60% | 1.83% | 52.24% | 16.89% | 8.35% | 8.57% | 2.78% | 1.65% | 0.42% | 0.22% | 1.18% | 0.39% | 0.47% | 0.42% |
| Permanent Workforce | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |
| | 100% | 70.04% | 29.96% | 4.60% | 1.83% | 52.24% | 16.89% | 8.35% | 8.57% | 2.78% | 1.65% | 0.42% | 0.22% | 1.18% | 0.39% | 0.47% | 0.42% |

Table B5-1: SALARY - Distribution by Disability (Permanent)

| Salary Range | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|-----------------------|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| Up to \$20,000 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$20,001-\$30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$30,001-\$40,000 | 51 | 38 | 1 | 12 | 2 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 74.51% | 1.96% | 23.53% | 3.92% | 0% | 1.96% | 0% | 0% | 0% | 1.96% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$40,001-\$50,000 | 416 | 225 | 31 | 160 | 24 | 0 | 2 | 5 | 4 | 0 | 3 | 2 | 0 | 0 | 8 | 0 | 0 |
| | 100% | 54.09% | 7.45% | 38.46% | 5.77% | 0% | 0.48% | 1.20% | 0.96% | 0% | 0.72% | 0.48% | 0% | 0% | 1.92% | 0% | 0% |
| \$50,001-\$60,000 | 877 | 556 | 27 | 294 | 32 | 0 | 2 | 9 | 1 | 0 | 3 | 5 | 1 | 0 | 11 | 0 | 0 |
| | 100% | 63.40% | 3.08% | 33.52% | 3.65% | 0% | 0.23% | 1.03% | 0.11% | 0% | 0.34% | 0.57% | 0.11% | 0% | 1.25% | 0% | 0% |
| \$60,001-\$70,000 | 999 | 680 | 32 | 287 | 35 | 1 | 5 | 14 | 1 | 1 | 2 | 0 | 0 | 1 | 9 | 0 | 1 |
| | 100% | 68.07% | 3.20% | 28.73% | 3.50% | 0.10% | 0.50% | 1.40% | 0.10% | 0.10% | 0.20% | 0% | 0% | 0.10% | 0.90% | 0% | 0.10% |
| \$70,001-\$80,000 | 922 | 576 | 33 | 313 | 34 | 1 | 1 | 15 | 3 | 1 | 2 | 2 | 2 | 0 | 6 | 0 | 1 |
| | 100% | 62.47% | 3.58% | 33.95% | 3.69% | 0.11% | 0.11% | 1.63% | 0.33% | 0.11% | 0.22% | 0.22% | 0.22% | 0% | 0.65% | 0% | 0.11% |
| \$80,001-\$90,000 | 1,049 | 646 | 50 | 353 | 34 | 0 | 6 | 16 | 1 | 0 | 0 | 3 | 0 | 1 | 5 | 0 | 2 |
| | 100% | 61.58% | 4.77% | 33.65% | 3.24% | 0% | 0.57% | 1.53% | 0.10% | 0% | 0% | 0.29% | 0% | 0.10% | 0.48% | 0% | 0.19% |
| \$90,001-\$100,000 | 930 | 577 | 41 | 312 | 28 | 0 | 2 | 10 | 1 | 1 | 1 | 4 | 3 | 0 | 4 | 2 | 0 |
| | 100% | 62.04% | 4.41% | 33.55% | 3.01% | 0% | 0.22% | 1.08% | 0.11% | 0.11% | 0.11% | 0.43% | 0.32% | 0% | 0.43% | 0.22% | 0% |
| \$100,001-\$110,000 | 844 | 505 | 41 | 298 | 36 | 0 | 1 | 20 | 3 | 0 | 1 | 4 | 2 | 0 | 5 | 0 | 0 |
| | 100% | 59.83% | 4.86% | 35.31% | 4.27% | 0% | 0.12% | 2.37% | 0.36% | 0% | 0.12% | 0.47% | 0.24% | 0% | 0.59% | 0% | 0% |
| \$110,001-\$120,000 | 821 | 523 | 44 | 254 | 18 | 0 | 0 | 9 | 2 | 0 | 0 | 3 | 0 | 0 | 4 | 0 | 0 |
| | 100% | 63.70% | 5.36% | 30.94% | 2.19% | 0% | 0% | 1.10% | 0.24% | 0% | 0% | 0.37% | 0% | 0% | 0.49% | 0% | 0% |
| \$120,001-\$130,000 | 595 | 384 | 35 | 176 | 18 | 0 | 1 | 11 | 1 | 0 | 0 | 1 | 2 | 0 | 2 | 0 | 0 |
| | 100% | 64.54% | 5.88% | 29.58% | 3.03% | 0% | 0.17% | 1.85% | 0.17% | 0% | 0% | 0.17% | 0.34% | 0% | 0.34% | 0% | 0% |
| \$130,001-\$140,000 | 683 | 464 | 31 | 188 | 31 | 0 | 5 | 14 | 1 | 1 | 4 | 1 | 0 | 1 | 4 | 0 | 0 |
| | 100% | 67.94% | 4.54% | 27.53% | 4.54% | 0% | 0.73% | 2.05% | 0.15% | 0.15% | 0.59% | 0.15% | 0% | 0.15% | 0.59% | 0% | 0% |
| \$140,001-\$150,000 | 245 | 153 | 11 | 81 | 11 | 0 | 0 | 6 | 1 | 0 | 1 | 1 | 0 | 0 | 2 | 0 | 0 |
| | 100% | 62.45% | 4.49% | 33.06% | 4.49% | 0% | 0% | 2.45% | 0.41% | 0% | 0.41% | 0.41% | 0% | 0% | 0.82% | 0% | 0% |
| \$150,001-\$160,000 | 252 | 171 | 11 | 70 | 10 | 0 | 1 | 4 | 1 | 0 | 2 | 1 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 67.86% | 4.37% | 27.78% | 3.97% | 0% | 0.40% | 1.59% | 0.40% | 0% | 0.79% | 0.40% | 0% | 0% | 0.40% | 0% | 0% |
| \$161,001-\$170,000 | 181 | 122 | 9 | 50 | 6 | 0 | 0 | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 100% | 67.40% | 4.97% | 27.62% | 3.31% | 0% | 0% | 1.66% | 1.10% | 0% | 0% | 0% | 0% | 0% | 0% | 0.55% | 0% |
| \$170,001-\$180,000 | 180 | 122 | 15 | 43 | 3 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 67.78% | 8.33% | 23.89% | 1.67% | 0% | 0% | 1.67% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$180,001 and Greater | 35 | 22 | 2 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 62.86% | 5.71% | 31.43% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 9,081 | 5,765 | 414 | 2,902 | 322 | 2 | 27 | 139 | 22 | 4 | 20 | 27 | 10 | 3 | 61 | 3 | 4 |
| | 100% | 63.48% | 4.56% | 31.96% | 3.55% | 0.02% | 0.30% | 1.53% | 0.24% | 0.04% | 0.22% | 0.30% | 0.11% | 0.03% | 0.67% | 0.03% | 0.04% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |

Table A5-1: SALARY - Distribution by Race, Ethnicity, and Sex (Temporary)

| WD/WG, WL/WS, and Other Wage Grades | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|-------------------------------------|---------------------------|--------|--------|--------------------|--------|---------------------------|--------|--------|--------|---|--------|----------------------------------|--------|-------------------|--------|-------|--------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | | | White | | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | | | |
| | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| Up to \$20,000 | 2 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$20,001-\$30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$30,001-\$40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$40,001-\$50,000 | 14 | 13 | 1 | 0 | 0 | 10 | 1 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 92.86% | 7.14% | 0% | 0% | 71.43% | 7.14% | 21.43% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$50,001-\$60,000 | 8 | 6 | 2 | 2 | 0 | 3 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.00% | 25.00% | 25.00% | 0% | 37.50% | 25.00% | 12.50% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$60,001-\$70,000 | 2 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 50.00% | 50.00% | 0% | 0% | 50.00% | 0% | 0% | 50.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$70,001-\$80,000 | 7 | 4 | 3 | 0 | 1 | 3 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 57.14% | 42.86% | 0% | 14.29% | 42.86% | 14.29% | 14.29% | 14.29% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$80,001-\$90,000 | 11 | 5 | 6 | 0 | 2 | 4 | 3 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 45.45% | 54.55% | 0% | 18.18% | 36.36% | 27.27% | 9.09% | 9.09% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$90,001-\$100,000 | 16 | 10 | 6 | 0 | 1 | 8 | 5 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 100% | 62.50% | 37.50% | 0% | 6.25% | 50.00% | 31.25% | 6.25% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 6.25% | 0% |
| \$100,001-\$110,000 | 2 | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 50.00% | 50.00% | 0% | 0% | 50.00% | 50.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$110,001-\$120,000 | 11 | 5 | 6 | 0 | 0 | 5 | 5 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 45.45% | 54.55% | 0% | 0% | 45.45% | 45.45% | 0% | 0% | 0% | 9.09% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$120,001-\$130,000 | 13 | 5 | 8 | 1 | 0 | 3 | 5 | 0 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 38.46% | 61.54% | 7.69% | 0% | 23.08% | 38.46% | 0% | 23.08% | 7.69% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$130,001-\$140,000 | 18 | 10 | 8 | 1 | 0 | 7 | 6 | 1 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 55.56% | 44.44% | 5.56% | 0% | 38.89% | 33.33% | 5.56% | 11.11% | 5.56% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$140,001-\$150,000 | 14 | 6 | 8 | 0 | 0 | 6 | 6 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 100% | 42.86% | 57.14% | 0% | 0% | 42.86% | 42.86% | 0% | 7.14% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 7.14% |
| \$150,001-\$160,000 | 5 | 3 | 2 | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 60.00% | 40.00% | 0% | 0% | 60.00% | 20.00% | 0% | 0% | 0% | 20.00% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$161,001-\$170,000 | 8 | 6 | 2 | 0 | 0 | 5 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.00% | 25.00% | 0% | 0% | 62.50% | 25.00% | 12.50% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$170,001-\$180,000 | 4 | 1 | 3 | 0 | 0 | 1 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 25.00% | 75.00% | 0% | 0% | 25.00% | 75.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$180,001 and Greater | 16 | 13 | 3 | 2 | 0 | 11 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 81.25% | 18.75% | 12.50% | 0% | 68.75% | 18.75% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 151 | 91 | 60 | 6 | 4 | 73 | 44 | 9 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 60.26% | 39.74% | 3.97% | 2.65% | 48.34% | 29.14% | 5.96% | 5.96% | 1.32% | 1.32% | 0% | 0% | 0% | 0% | 0.66% | 0.66% |
| Temporary Workforce | 151 | 91 | 60 | 6 | 4 | 73 | 44 | 9 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 60.26% | 39.74% | 3.97% | 2.65% | 48.34% | 29.14% | 5.96% | 5.96% | 1.32% | 1.32% | 0% | 0% | 0% | 0% | 0.66% | 0.66% |

Table A5-2: SALARY - Distribution by Race, Ethnicity, and Sex (Permanent)

| WD/WG, WL/WS, and Other Wage Grades | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|-------------------------------------|---------------------------|--------|--------|--------------------|--------|------------------------|--------|---------------------------|--------|--------|--------|---|--------|----------------------------------|--------|-------------------|--------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | |
| | | | | | | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | |
| Up to \$20,000 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.01% | 0.02% | 0% | 0% | 0% | 0.02% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$20,001-\$30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$30,001-\$40,000 | 51 | 32 | 19 | 2 | 4 | 23 | 8 | 5 | 6 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.56% | 0.50% | 0.70% | 0.48% | 2.41% | 0.48% | 0.52% | 0.66% | 0.77% | 0.79% | 0.67% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$40,001-\$50,000 | 416 | 202 | 214 | 22 | 17 | 138 | 120 | 29 | 61 | 5 | 8 | 0 | 3 | 4 | 1 | 4 | 4 |
| | 4.58% | 3.18% | 7.86% | 5.26% | 10.24% | 2.91% | 7.82% | 3.83% | 7.84% | 1.98% | 5.33% | 0% | 15.00% | 3.74% | 2.86% | 9.30% | 10.53% |
| \$50,001-\$60,000 | 877 | 540 | 337 | 40 | 18 | 375 | 187 | 103 | 102 | 11 | 13 | 4 | 2 | 5 | 9 | 2 | 6 |
| | 9.66% | 8.49% | 12.39% | 9.57% | 10.84% | 7.90% | 12.19% | 13.59% | 13.11% | 4.37% | 8.67% | 10.53% | 10.00% | 4.67% | 25.71% | 4.65% | 15.79% |
| \$60,001-\$70,000 | 999 | 690 | 309 | 37 | 12 | 518 | 180 | 93 | 87 | 20 | 15 | 3 | 4 | 15 | 6 | 4 | 5 |
| | 11.00% | 10.85% | 11.36% | 8.85% | 7.23% | 10.92% | 11.73% | 12.27% | 11.18% | 7.94% | 10.00% | 7.89% | 20.00% | 14.02% | 17.14% | 9.30% | 13.16% |
| \$70,001-\$80,000 | 922 | 680 | 242 | 38 | 15 | 523 | 141 | 75 | 68 | 25 | 9 | 6 | 4 | 7 | 3 | 6 | 2 |
| | 10.15% | 10.69% | 8.89% | 9.09% | 9.04% | 11.02% | 9.19% | 9.89% | 8.74% | 9.92% | 6.00% | 15.79% | 20.00% | 6.54% | 8.57% | 13.95% | 5.26% |
| \$80,001-\$90,000 | 1,049 | 792 | 257 | 51 | 13 | 599 | 154 | 98 | 68 | 17 | 15 | 8 | 3 | 16 | 2 | 3 | 2 |
| | 11.55% | 12.45% | 9.45% | 12.20% | 7.83% | 12.63% | 10.04% | 12.93% | 8.74% | 6.75% | 10.00% | 21.05% | 15.00% | 14.95% | 5.71% | 6.98% | 5.26% |
| \$90,001-\$100,000 | 930 | 690 | 240 | 50 | 17 | 517 | 130 | 83 | 74 | 13 | 9 | 8 | 0 | 13 | 5 | 6 | 5 |
| | 10.24% | 10.85% | 8.82% | 11.96% | 10.24% | 10.90% | 8.47% | 10.95% | 9.51% | 5.16% | 6.00% | 21.05% | 0% | 12.15% | 14.29% | 13.95% | 13.16% |
| \$100,001-\$110,000 | 844 | 609 | 235 | 57 | 21 | 434 | 136 | 71 | 56 | 29 | 16 | 2 | 1 | 13 | 2 | 3 | 3 |
| | 9.29% | 9.58% | 8.64% | 13.64% | 12.65% | 9.15% | 8.87% | 9.37% | 7.20% | 11.51% | 10.67% | 5.26% | 5.00% | 12.15% | 5.71% | 6.98% | 7.89% |
| \$110,001-\$120,000 | 821 | 601 | 220 | 42 | 19 | 442 | 113 | 54 | 71 | 40 | 12 | 4 | 2 | 12 | 0 | 7 | 3 |
| | 9.04% | 9.45% | 8.09% | 10.05% | 11.45% | 9.32% | 7.37% | 7.12% | 9.13% | 15.87% | 8.00% | 10.53% | 10.00% | 11.21% | 0% | 16.28% | 7.89% |
| \$120,001-\$130,000 | 595 | 425 | 170 | 22 | 7 | 335 | 100 | 34 | 52 | 28 | 8 | 1 | 0 | 4 | 2 | 1 | 1 |
| | 6.55% | 6.68% | 6.25% | 5.26% | 4.22% | 7.06% | 6.52% | 4.49% | 6.68% | 11.11% | 5.33% | 2.63% | 0% | 3.74% | 5.71% | 2.33% | 2.63% |
| \$130,001-\$140,000 | 683 | 459 | 224 | 28 | 11 | 338 | 120 | 55 | 61 | 27 | 25 | 1 | 1 | 7 | 2 | 3 | 4 |
| | 7.52% | 7.22% | 8.23% | 6.70% | 6.63% | 7.12% | 7.82% | 7.26% | 7.84% | 10.71% | 16.67% | 2.63% | 5.00% | 6.54% | 5.71% | 6.98% | 10.53% |
| \$140,001-\$150,000 | 245 | 173 | 72 | 15 | 2 | 132 | 36 | 15 | 26 | 7 | 7 | 1 | 0 | 2 | 0 | 1 | 1 |
| | 2.70% | 2.72% | 2.65% | 3.59% | 1.20% | 2.78% | 2.35% | 1.98% | 3.34% | 2.78% | 4.67% | 2.63% | 0% | 1.87% | 0% | 2.33% | 2.63% |
| \$150,001-\$160,000 | 252 | 173 | 79 | 5 | 2 | 132 | 40 | 16 | 25 | 13 | 9 | 0 | 0 | 5 | 2 | 2 | 1 |
| | 2.78% | 2.72% | 2.90% | 1.20% | 1.20% | 2.78% | 2.61% | 2.11% | 3.21% | 5.16% | 6.00% | 0% | 0% | 4.67% | 5.71% | 4.65% | 2.63% |
| \$161,001-\$170,000 | 181 | 142 | 39 | 4 | 2 | 114 | 28 | 13 | 8 | 9 | 1 | 0 | 0 | 1 | 0 | 1 | 0 |
| | 1.99% | 2.23% | 1.43% | 0.96% | 1.20% | 2.40% | 1.83% | 1.72% | 1.03% | 3.57% | 0.67% | 0% | 0% | 0.93% | 0% | 2.33% | 0% |
| \$170,001-\$180,000 | 180 | 130 | 50 | 4 | 4 | 107 | 35 | 13 | 8 | 4 | 1 | 0 | 0 | 2 | 1 | 0 | 1 |
| | 1.98% | 2.04% | 1.84% | 0.96% | 2.41% | 2.26% | 2.28% | 1.72% | 1.03% | 1.59% | 0.67% | 0% | 0% | 1.87% | 2.86% | 0% | 2.63% |
| \$180,001 and Greater | 35 | 21 | 14 | 1 | 2 | 16 | 6 | 1 | 5 | 2 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 0.39% | 0.33% | 0.51% | 0.24% | 1.20% | 0.34% | 0.39% | 0.13% | 0.64% | 0.79% | 0.67% | 0% | 0% | 0.93% | 0% | 0% | 0% |
| TOTAL | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Permanent Workforce | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

NOTE: Percentages computed down columns and NOT across rows.

Table B5-2: SALARY - Distribution by Disability (Permanent)

| Salary Range | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|-----------------------|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| Up to \$20,000 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.01% | 0.02% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$20,001-\$30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$30,001-\$40,000 | 51 | 38 | 1 | 12 | 2 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.56% | 0.66% | 0.24% | 0.41% | 0.62% | 0% | 3.70% | 0% | 0% | 0% | 5.00% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$40,001-\$50,000 | 416 | 225 | 31 | 160 | 24 | 0 | 2 | 5 | 4 | 0 | 3 | 2 | 0 | 0 | 8 | 0 | 0 |
| | 4.58% | 3.90% | 7.49% | 5.51% | 7.45% | 0% | 7.41% | 3.60% | 18.18% | 0% | 15.00% | 7.41% | 0% | 0% | 13.11% | 0% | 0% |
| \$50,001-\$60,000 | 877 | 556 | 27 | 294 | 32 | 0 | 2 | 9 | 1 | 0 | 3 | 5 | 1 | 0 | 11 | 0 | 0 |
| | 9.66% | 9.64% | 6.52% | 10.13% | 9.94% | 0% | 7.41% | 6.47% | 4.55% | 0% | 15.00% | 18.52% | 10.00% | 0% | 18.03% | 0% | 0% |
| \$60,001-\$70,000 | 999 | 680 | 32 | 287 | 35 | 1 | 5 | 14 | 1 | 1 | 2 | 0 | 0 | 1 | 9 | 0 | 1 |
| | 11.00% | 11.80% | 7.73% | 9.89% | 10.87% | 50.00% | 18.52% | 10.07% | 4.55% | 25.00% | 10.00% | 0% | 0% | 33.33% | 14.75% | 0% | 25.00% |
| \$70,001-\$80,000 | 922 | 576 | 33 | 313 | 34 | 1 | 1 | 15 | 3 | 1 | 2 | 2 | 2 | 0 | 6 | 0 | 1 |
| | 10.15% | 9.99% | 7.97% | 10.79% | 10.56% | 50.00% | 3.70% | 10.79% | 13.64% | 25.00% | 10.00% | 7.41% | 20.00% | 0% | 9.84% | 0% | 25.00% |
| \$80,001-\$90,000 | 1,049 | 646 | 50 | 353 | 34 | 0 | 6 | 16 | 1 | 0 | 0 | 3 | 0 | 1 | 5 | 0 | 2 |
| | 11.55% | 11.21% | 12.08% | 12.16% | 10.56% | 0% | 22.22% | 11.51% | 4.55% | 0% | 0% | 11.11% | 0% | 33.33% | 8.20% | 0% | 50.00% |
| \$90,001-\$100,000 | 930 | 577 | 41 | 312 | 28 | 0 | 2 | 10 | 1 | 1 | 1 | 4 | 3 | 0 | 4 | 2 | 0 |
| | 10.24% | 10.01% | 9.90% | 10.75% | 8.70% | 0% | 7.41% | 7.19% | 4.55% | 25.00% | 5.00% | 14.81% | 30.00% | 0% | 6.56% | 66.67% | 0% |
| \$100,001-\$110,000 | 844 | 505 | 41 | 298 | 36 | 0 | 1 | 20 | 3 | 0 | 1 | 4 | 2 | 0 | 5 | 0 | 0 |
| | 9.29% | 8.76% | 9.90% | 10.27% | 11.18% | 0% | 3.70% | 14.39% | 13.64% | 0% | 5.00% | 14.81% | 20.00% | 0% | 8.20% | 0% | 0% |
| \$110,001-\$120,000 | 821 | 523 | 44 | 254 | 18 | 0 | 0 | 9 | 2 | 0 | 0 | 3 | 0 | 0 | 4 | 0 | 0 |
| | 9.04% | 9.07% | 10.63% | 8.75% | 5.59% | 0% | 0% | 6.47% | 9.09% | 0% | 0% | 11.11% | 0% | 0% | 6.56% | 0% | 0% |
| \$120,001-\$130,000 | 595 | 384 | 35 | 176 | 18 | 0 | 1 | 11 | 1 | 0 | 0 | 1 | 2 | 0 | 2 | 0 | 0 |
| | 6.55% | 6.66% | 8.45% | 6.06% | 5.59% | 0% | 3.70% | 7.91% | 4.55% | 0% | 0% | 3.70% | 20.00% | 0% | 3.28% | 0% | 0% |
| \$130,001-\$140,000 | 683 | 464 | 31 | 188 | 31 | 0 | 5 | 14 | 1 | 1 | 4 | 1 | 0 | 1 | 4 | 0 | 0 |
| | 7.52% | 8.05% | 7.49% | 6.48% | 9.63% | 0% | 18.52% | 10.07% | 4.55% | 25.00% | 20.00% | 3.70% | 0% | 33.33% | 6.56% | 0% | 0% |
| \$140,001-\$150,000 | 245 | 153 | 11 | 81 | 11 | 0 | 0 | 6 | 1 | 0 | 1 | 1 | 0 | 0 | 2 | 0 | 0 |
| | 2.70% | 2.65% | 2.66% | 2.79% | 3.42% | 0% | 0% | 4.32% | 4.55% | 0% | 5.00% | 3.70% | 0% | 0% | 3.28% | 0% | 0% |
| \$150,001-\$160,000 | 252 | 171 | 11 | 70 | 10 | 0 | 1 | 4 | 1 | 0 | 2 | 1 | 0 | 0 | 1 | 0 | 0 |
| | 2.78% | 2.97% | 2.66% | 2.41% | 3.11% | 0% | 3.70% | 2.88% | 4.55% | 0% | 10.00% | 3.70% | 0% | 0% | 1.64% | 0% | 0% |
| \$161,001-\$170,000 | 181 | 122 | 9 | 50 | 6 | 0 | 0 | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 1.99% | 2.12% | 2.17% | 1.72% | 1.86% | 0% | 0% | 2.16% | 9.09% | 0% | 0% | 0% | 0% | 0% | 0% | 33.33% | 0% |
| \$170,001-\$180,000 | 180 | 122 | 15 | 43 | 3 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.98% | 2.12% | 3.62% | 1.48% | 0.93% | 0% | 0% | 2.16% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$180,001 and Greater | 35 | 22 | 2 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.39% | 0.38% | 0.48% | 0.38% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 9,081 | 5,765 | 414 | 2,902 | 322 | 2 | 27 | 139 | 22 | 4 | 20 | 27 | 10 | 3 | 61 | 3 | 4 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |

NOTE: Percentages computed down columns and NOT across rows.

Table A5-2: SALARY - Distribution by Race, Ethnicity, and Sex (Temporary)

| WD/WG, WL/WS, and Other Wage Grades | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|-------------------------------------|---------------------------|--------|--------|--------------------|--------|------------------------|--------|---------------------------|--------|--------|--------|---|------|----------------------------------|------|-------------------|------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | |
| | | | | | | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male |
| Up to \$20,000 | 2 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.32% | 2.20% | 0% | 0% | 0% | 2.74% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$20,001-\$30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$30,001-\$40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$40,001-\$50,000 | 14 | 13 | 1 | 0 | 0 | 10 | 1 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 9.27% | 14.29% | 1.67% | 0% | 0% | 13.70% | 2.27% | 33.33% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$50,001-\$60,000 | 8 | 6 | 2 | 2 | 0 | 3 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 5.30% | 6.59% | 3.33% | 33.33% | 0% | 4.11% | 4.55% | 11.11% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$60,001-\$70,000 | 2 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.32% | 1.10% | 1.67% | 0% | 0% | 1.37% | 0% | 0% | 11.11% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$70,001-\$80,000 | 7 | 4 | 3 | 0 | 1 | 3 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 4.64% | 4.40% | 5.00% | 0% | 25.00% | 4.11% | 2.27% | 11.11% | 11.11% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$80,001-\$90,000 | 11 | 5 | 6 | 0 | 2 | 4 | 3 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 7.28% | 5.49% | 10.00% | 0% | 50.00% | 5.48% | 6.82% | 11.11% | 11.11% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$90,001-\$100,000 | 16 | 10 | 6 | 0 | 1 | 8 | 5 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 10.60% | 10.99% | 10.00% | 0% | 25.00% | 10.96% | 11.36% | 11.11% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% |
| \$100,001-\$110,000 | 2 | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.32% | 1.10% | 1.67% | 0% | 0% | 1.37% | 2.27% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$110,001-\$120,000 | 11 | 5 | 6 | 0 | 0 | 5 | 5 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 7.28% | 5.49% | 10.00% | 0% | 0% | 6.85% | 11.36% | 0% | 0% | 0% | 50.00% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$120,001-\$130,000 | 13 | 5 | 8 | 1 | 0 | 3 | 5 | 0 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 8.61% | 5.49% | 13.33% | 16.67% | 0% | 4.11% | 11.36% | 0% | 33.33% | 50.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$130,001-\$140,000 | 18 | 10 | 8 | 1 | 0 | 7 | 6 | 1 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 11.92% | 10.99% | 13.33% | 16.67% | 0% | 9.59% | 13.64% | 11.11% | 22.22% | 50.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$140,001-\$150,000 | 14 | 6 | 8 | 0 | 0 | 6 | 6 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 9.27% | 6.59% | 13.33% | 0% | 0% | 8.22% | 13.64% | 0% | 11.11% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% |
| \$150,001-\$160,000 | 5 | 3 | 2 | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3.31% | 3.30% | 3.33% | 0% | 0% | 4.11% | 2.27% | 0% | 0% | 0% | 50.00% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$161,001-\$170,000 | 8 | 6 | 2 | 0 | 0 | 5 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 5.30% | 6.59% | 3.33% | 0% | 0% | 6.85% | 4.55% | 11.11% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$170,001-\$180,000 | 4 | 1 | 3 | 0 | 0 | 1 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2.65% | 1.10% | 5.00% | 0% | 0% | 1.37% | 6.82% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$180,001 and Greater | 16 | 13 | 3 | 2 | 0 | 11 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 10.60% | 14.29% | 5.00% | 33.33% | 0% | 15.07% | 6.82% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 151 | 91 | 60 | 6 | 4 | 73 | 44 | 9 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0% | 0% | 0% | 0% | 100% | 100% |
| Temporary Workforce | 151 | 91 | 60 | 6 | 4 | 73 | 44 | 9 | 9 | 2 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

NOTE: Percentages computed down columns and NOT across rows.

Table B5-2: SALARY - Distribution by Disability (Temp)

| Salary Range | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|-----------------------|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| Up to \$20,000 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.32% | 1.77% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$20,001-\$30,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$30,001-\$40,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$40,001-\$50,000 | 14 | 10 | 1 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 9.27% | 8.85% | 20.00% | 9.09% | 25.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50.00% | 0% | 0% |
| \$50,001-\$60,000 | 8 | 4 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 5.30% | 3.54% | 0% | 12.12% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$60,001-\$70,000 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.32% | 1.77% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$70,001-\$80,000 | 7 | 3 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 4.64% | 2.65% | 0% | 12.12% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$80,001-\$90,000 | 11 | 7 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 7.28% | 6.19% | 0% | 12.12% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$90,001-\$100,000 | 16 | 10 | 1 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 10.60% | 8.85% | 20.00% | 15.15% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$100,001-\$110,000 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.32% | 0.88% | 20.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$110,001-\$120,000 | 11 | 7 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 7.28% | 6.19% | 0% | 12.12% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$120,001-\$130,000 | 13 | 12 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 8.61% | 10.62% | 0% | 3.03% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$130,001-\$140,000 | 18 | 16 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 11.92% | 14.16% | 0% | 6.06% | 25.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 50.00% | 0% | 0% | 0% |
| \$140,001-\$150,000 | 14 | 10 | 1 | 3 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 9.27% | 8.85% | 20.00% | 9.09% | 25.00% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$150,001-\$160,000 | 5 | 4 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 3.31% | 3.54% | 0% | 3.03% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$161,001-\$170,000 | 8 | 6 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 5.30% | 5.31% | 20.00% | 3.03% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$170,001-\$180,000 | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2.65% | 3.54% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| \$180,001 and Greater | 16 | 15 | 0 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 10.60% | 13.27% | 0% | 3.03% | 25.00% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| TOTAL | 151 | 113 | 5 | 33 | 4 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |
| | 100% | 100% | 100% | 100% | 100% | 0% | 0% | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |

NOTE: Percentages computed down columns and NOT across rows.

Table A6-1: MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Permanent)

| Pay Plan-Grade Level | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|--|---------------------------|--------|---------------------------|--------------------|--------|------------------------|--------|---|--------|----------------------------------|--------|-------------------|--------|-------|--------|-------|--------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | White | | Black or African American | | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | | | | | |
| | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| 2210 | 644 | 481 | 163 | 26 | 3 | 322 | 87 | 72 | 46 | 45 | 24 | 2 | 0 | 6 | 3 | 8 | 0 |
| | 100% | 74.69% | 25.31% | 4.04% | 0.47% | 50.00% | 13.51% | 11.18% | 7.14% | 6.99% | 3.73% | 0.31% | 0% | 0.93% | 0.47% | 1.24% | 0% |
| Occupational CLF | 100% | 74.30% | 25.70% | 7.10% | 2.30% | 51.60% | 17.00% | 7.10% | 3.70% | 6.30% | 1.90% | 0.10% | 0% | 0.30% | 0.10% | 1.80% | 0.70% |
| ES-00 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-05 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-06 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-07 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-08 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-09 | 10 | 7 | 3 | 0 | 0 | 2 | 1 | 4 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 70.00% | 30.00% | 0% | 0% | 20.00% | 10.00% | 40.00% | 10.00% | 10.00% | 10.00% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-11 | 58 | 50 | 8 | 3 | 0 | 33 | 6 | 6 | 1 | 5 | 1 | 0 | 0 | 2 | 0 | 1 | 0 |
| | 100% | 86.21% | 13.79% | 5.17% | 0% | 56.90% | 10.34% | 10.34% | 1.72% | 8.62% | 1.72% | 0% | 0% | 3.45% | 0% | 1.72% | 0% |
| GS-12 | 188 | 136 | 52 | 11 | 1 | 85 | 33 | 24 | 11 | 10 | 7 | 1 | 0 | 2 | 0 | 3 | 0 |
| | 100% | 72.34% | 27.66% | 5.85% | 0.53% | 45.21% | 17.55% | 12.77% | 5.85% | 5.32% | 3.72% | 0.53% | 0% | 1.06% | 0% | 1.60% | 0% |
| GS-13 | 246 | 172 | 74 | 8 | 1 | 121 | 38 | 25 | 24 | 14 | 9 | 1 | 0 | 1 | 2 | 2 | 0 |
| | 100% | 69.92% | 30.08% | 3.25% | 0.41% | 49.19% | 15.45% | 10.16% | 9.76% | 5.69% | 3.66% | 0.41% | 0% | 0.41% | 0.81% | 0.81% | 0% |
| GS-14 | 112 | 90 | 22 | 4 | 1 | 62 | 7 | 11 | 8 | 10 | 6 | 0 | 0 | 1 | 0 | 2 | 0 |
| | 100% | 80.36% | 19.64% | 3.57% | 0.89% | 55.36% | 6.25% | 9.82% | 7.14% | 8.93% | 5.36% | 0% | 0% | 0.89% | 0% | 1.79% | 0% |
| GS-15 | 28 | 24 | 4 | 0 | 0 | 18 | 2 | 2 | 1 | 4 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 85.71% | 14.29% | 0% | 0% | 64.29% | 7.14% | 7.14% | 3.57% | 14.29% | 0% | 0% | 0% | 0% | 3.57% | 0% | 0% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 214 | 170 | 44 | 15 | 3 | 83 | 16 | 49 | 20 | 19 | 5 | 1 | 0 | 2 | 0 | 1 | 0 |
| | 100.00% | 79.44% | 20.56% | 7.01% | 1.40% | 38.79% | 7.48% | 22.90% | 9.35% | 8.88% | 2.34% | 0.47% | 0.00% | 0.93% | 0.00% | 0.47% | 0.00% |
| Qualified Internal Applicants | 161 | 132 | 29 | 11 | 2 | 66 | 10 | 38 | 14 | 14 | 3 | 1 | 0 | 2 | 0 | 0 | 0 |
| | 100.00% | 81.99% | 18.01% | 6.83% | 1.24% | 40.99% | 6.21% | 23.60% | 8.70% | 8.70% | 1.86% | 0.62% | 0.00% | 1.24% | 0.00% | 0.00% | 0.00% |
| Referred Applicants | 160 | 131 | 29 | 11 | 2 | 66 | 10 | 37 | 14 | 14 | 3 | 1 | 0 | 2 | 0 | 0 | 0 |
| | 100.00% | 81.88% | 18.13% | 6.88% | 1.25% | 41.25% | 6.25% | 23.13% | 8.75% | 8.75% | 1.88% | 0.63% | 0.00% | 1.25% | 0.00% | 0.00% | 0.00% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 36 | 23 | 13 | 0 | 0 | 16 | 7 | 4 | 4 | 3 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 63.89% | 36.11% | 0% | 0% | 44.44% | 19.44% | 11.11% | 11.11% | 8.33% | 5.56% | 0% | 0% | 0% | 0% | 0% | 0% |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 2,457 | 1,943 | 514 | 207 | 36 | 739 | 150 | 609 | 268 | 336 | 54 | 5 | 1 | 24 | 5 | 23 | 0 |
| | 100.00% | 79.08% | 20.92% | 8.42% | 1.47% | 30.08% | 6.11% | 24.79% | 10.91% | 13.68% | 2.20% | 0.20% | 0.04% | 0.98% | 0.20% | 0.94% | 0.00% |
| Qualified External Applicants | 2,371 | 1,882 | 489 | 199 | 31 | 714 | 142 | 593 | 258 | 325 | 52 | 5 | 1 | 24 | 5 | 22 | 0 |
| | 100.00% | 79.38% | 20.62% | 8.39% | 1.31% | 30.11% | 5.99% | 25.01% | 10.88% | 13.71% | 2.19% | 0.21% | 0.04% | 1.01% | 0.21% | 0.93% | 0.00% |
| Referred Applicants | 279 | 203 | 76 | 24 | 4 | 77 | 22 | 67 | 39 | 28 | 11 | 0 | 0 | 3 | 0 | 4 | 0 |
| | 100.00% | 72.76% | 27.24% | 8.60% | 1.43% | 27.60% | 7.89% | 24.01% | 13.98% | 10.04% | 3.94% | 0.00% | 0.00% | 1.08% | 0.00% | 1.43% | 0.00% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 113 | 87 | 26 | 7 | 1 | 47 | 10 | 20 | 13 | 12 | 2 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 100% | 76.99% | 23.01% | 6.19% | 0.88% | 41.59% | 8.85% | 17.70% | 11.50% | 10.62% | 1.77% | 0% | 0% | 0% | 0% | 0.88% | 0% |

Not required by EEOC - Added to aid barrier analysis.

| EMPLOYEE LOSES | | | | | | | | | | | | | | | | | |
|---------------------------|------|--------|--------|--------|-------|--------|--------|--------|----|----|-------|----|----|----|----|--------|----|
| Reduction in Force | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Removal | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Resignation | 8 | 6 | 2 | 1 | 0 | 3 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.00% | 25.00% | 12.50% | 0% | 37.50% | 25.00% | 25.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Retirement | 28 | 20 | 8 | 0 | 1 | 19 | 6 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 71.43% | 28.57% | 0% | 3.57% | 67.86% | 21.43% | 3.57% | 0% | 0% | 3.57% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Separations | 4 | 4 | 0 | 0 | 0 | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 50.00% | 0% | 25.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 25.00% | 0% |
| Total Separations | 41 | 31 | 10 | 1 | 1 | 24 | 8 | 5 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 100% | 75.61% | 24.39% | 2.44% | 2.44% | 58.54% | 19.51% | 12.20% | 0% | 0% | 2.44% | 0% | 0% | 0% | 0% | 2.44% | 0% |

Table B6-1: Participation Rates for Major Occupations - Distribution by Disability (Permanent)

| Series | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|--|---------------|--------------------|---------------------|--------------------------|---|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| 2210 | 644 | 409 | 30 | 205 | 26 | 0 | 4 | 9 | 3 | 0 | 1 | 4 | 1 | 0 | 4 | 0 | 0 |
| | 100% | 63.51% | 4.66% | 31.83% | 4.04% | 0% | 0.62% | 1.40% | 0.47% | 0% | 0.16% | 0.62% | 0.16% | 0% | 0.62% | 0% | 0% |
| ES-00 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-05 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-06 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-07 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-08 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-09 | 10 | 6 | 1 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 60.00% | 10.00% | 30.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-11 | 58 | 33 | 2 | 23 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 56.90% | 3.45% | 39.66% | 3.45% | 0% | 0% | 1.72% | 0% | 0% | 0% | 1.72% | 0% | 0% | 0% | 0% | 0% |
| GS-12 | 188 | 110 | 10 | 68 | 7 | 0 | 2 | 1 | 1 | 0 | 0 | 1 | 1 | 0 | 1 | 0 | 0 |
| | 100% | 58.51% | 5.32% | 36.17% | 3.72% | 0% | 1.06% | 0.53% | 0.53% | 0% | 0% | 0.53% | 0.53% | 0% | 0.53% | 0% | 0% |
| GS-13 | 246 | 170 | 10 | 66 | 13 | 0 | 1 | 5 | 2 | 0 | 1 | 2 | 0 | 2 | 0 | 0 | 0 |
| | 100% | 69.11% | 4.07% | 26.83% | 5.28% | 0% | 0.41% | 2.03% | 0.81% | 0% | 0.41% | 0.81% | 0% | 0% | 0.81% | 0% | 0% |
| GS-14 | 112 | 70 | 7 | 35 | 3 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 62.50% | 6.25% | 31.25% | 2.68% | 0% | 0% | 1.79% | 0% | 0% | 0% | 0% | 0% | 0% | 0.89% | 0% | 0% |
| GS-15 | 28 | 20 | 0 | 8 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 71.43% | 0% | 28.57% | 3.57% | 0% | 3.57% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 286 | 3 | 267 | 16 | 8 | 0 | 2 | 1 | 1 | 0 | 1 | 1 | 0 | 0 | 5 | 0 | 0 |
| | 100% | 1.05% | 93.36% | 5.59% | 2.80% | 0% | 0.70% | 0.35% | 0.35% | 0% | 0.35% | 0.35% | 0% | 0% | 1.75% | 0% | 0% |
| Qualified Internal Applicants | 200 | 1 | 185 | 14 | 8 | 0 | 2 | 1 | 1 | 0 | 1 | 1 | 0 | 0 | 5 | 0 | 0 |
| | 100% | 0.50% | 92.50% | 7.00% | 4.00% | 0% | 1.00% | 0.50% | 0.50% | 0% | 0.50% | 0.50% | 0% | 0% | 2.50% | 0% | 0% |
| Referred Applicants | 199 | 1 | 184 | 14 | 8 | 0 | 2 | 1 | 1 | 0 | 1 | 1 | 0 | 0 | 5 | 0 | 0 |
| | 100% | 0.50% | 92.46% | 7.04% | 4.02% | 0% | 1.01% | 0.50% | 0.50% | 0% | 0.50% | 0.50% | 0% | 0% | 2.51% | 0% | 0% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 36 | 27 | 2 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.00% | 5.56% | 19.44% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 36 | 28 | 5 | 3 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. Targeted disability identification is not affected. | | | | | | | | | | | | |
| | 100% | 77.78% | 13.89% | 8.33% | | | | | | | | | | | | | |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 3,294 | 68 | 3,059 | 167 | 71 | 0 | 7 | 12 | 8 | 2 | 8 | 12 | 4 | 0 | 31 | 0 | 0 |
| 100% | 2.06% | 92.87% | 5.07% | 2.16% | 0% | 0.21% | 0.36% | 0.24% | 0.06% | 0.24% | 0.36% | 0.12% | 0% | 0.94% | 0% | 0% | |
| Qualified External Applicants | 3,164 | 67 | 2,936 | 161 | 69 | 0 | 7 | 11 | 8 | 2 | 8 | 12 | 4 | 0 | 30 | 0 | 0 |
| | 100% | 2.12% | 92.79% | 5.09% | 2.18% | 0% | 0.22% | 0.35% | 0.25% | 0.06% | 0.25% | 0.38% | 0.13% | 0% | 0.95% | 0% | 0% |
| Referred Applicants | 359 | 4 | 344 | 11 | 6 | 0 | 0 | 2 | 0 | 0 | 1 | 1 | 0 | 0 | 2 | 0 | 0 |
| | 100% | 1.11% | 95.82% | 3.06% | 1.67% | 0% | 0% | 0.56% | 0% | 0% | 0.28% | 0.28% | 0% | 0% | 0.56% | 0% | 0% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 113 | 77 | 6 | 30 | 4 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 0 |
| | 100% | 68.14% | 5.31% | 26.55% | 3.54% | 0% | 0% | 0.88% | 0% | 0% | 0% | 0% | 0% | 0% | 2.65% | 0% | 0% |
| External Selections | 113 | 86 | 9 | 18 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. Targeted disability identification is not affected. | | | | | | | | | | | | |
| | 100% | 76.11% | 7.96% | 15.93% | | | | | | | | | | | | | |

Not required by EEOC - Added to aid barrier analysis.

| EMPLOYEE LOSES | | | | | | | | | | | | | | | | | |
|---------------------------|------|--------|--------|--------|--------|----|----|----|-------|----|----|----|-------|----|-------|----|----|
| Reduction in Force | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Removal | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Resignation | 8 | 6 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.00% | 12.50% | 12.50% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Retirement | 28 | 14 | 2 | 12 | 3 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 |
| | 100% | 50.00% | 7.14% | 42.86% | 10.71% | 0% | 0% | 0% | 3.57% | 0% | 0% | 0% | 3.57% | 0% | 3.57% | 0% | 0% |
| Other Separations | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Separations | 41 | 24 | 3 | 14 | 3 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 |
| | 100% | 58.54% | 7.32% | 34.15% | 7.32% | 0% | 0% | 0% | 2.44% | 0% | 0% | 0% | 2.44% | 0% | 2.44% | 0% | 0% |

Table A6-1: MISSION-CRITICAL OCCUPATIONS - Distribution by Race, Ethnicity, and Sex (Permanent)

| Pay Plan-Grade Level | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|--|---------------------------|--------|--------|--------------------|--------|------------------------|--------|---------------------------|--------|--------|-------|---|-------|----------------------------------|-------|-------------------|-------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | |
| All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | |
| 1102 | 436 | 191 | 245 | 16 | 12 | 105 | 122 | 50 | 92 | 15 | 15 | 2 | 0 | 0 | 2 | 3 | 2 |
| | 100% | 43.81% | 56.19% | 3.67% | 2.75% | 24.08% | 27.98% | 11.47% | 21.10% | 3.44% | 3.44% | 0.46% | 0% | 0% | 0.46% | 0.69% | 0.46% |
| Occupational CLF | 100% | 47.30% | 52.80% | 4.30% | 4.60% | 37.00% | 39.20% | 3.30% | 5.20% | 1.90% | 2.40% | 0% | 0.10% | 0.20% | 0.30% | 0.60% | 1.00% |
| ES-00 | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-05 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-06 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-07 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-08 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-09 | 20 | 5 | 15 | 1 | 1 | 2 | 11 | 2 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 25.00% | 75.00% | 5.00% | 5.00% | 10.00% | 55.00% | 10.00% | 15.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-11 | 51 | 30 | 21 | 0 | 1 | 13 | 14 | 11 | 5 | 3 | 1 | 2 | 0 | 0 | 0 | 1 | 0 |
| | 100% | 58.82% | 41.18% | 0% | 1.96% | 25.49% | 27.45% | 21.57% | 9.80% | 5.88% | 1.96% | 3.92% | 0% | 0% | 0% | 1.96% | 0% |
| GS-12 | 135 | 64 | 71 | 9 | 4 | 33 | 36 | 14 | 21 | 7 | 9 | 0 | 0 | 0 | 1 | 1 | 0 |
| | 100% | 47.41% | 52.59% | 6.67% | 2.96% | 24.44% | 26.67% | 10.37% | 15.56% | 5.19% | 6.67% | 0% | 0% | 0% | 0.74% | 0.74% | 0% |
| GS-13 | 123 | 50 | 73 | 5 | 4 | 32 | 37 | 11 | 28 | 2 | 3 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 40.65% | 59.35% | 4.07% | 3.25% | 26.02% | 30.08% | 8.94% | 22.76% | 1.63% | 2.44% | 0% | 0% | 0% | 0.81% | 0% | 0% |
| GS-14 | 80 | 29 | 51 | 0 | 2 | 17 | 17 | 8 | 29 | 3 | 2 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 100% | 36.25% | 63.75% | 0% | 2.50% | 21.25% | 21.25% | 10.00% | 36.25% | 3.75% | 2.50% | 0% | 0% | 0% | 0% | 1.25% | 1.25% |
| GS-15 | 26 | 12 | 14 | 1 | 0 | 7 | 7 | 4 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| | 100% | 46.15% | 53.85% | 3.85% | 0% | 26.92% | 26.92% | 15.38% | 23.08% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 3.85% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 100 | 55 | 45 | 8 | 10 | 29 | 15 | 14 | 18 | 2 | 2 | 0 | 0 | 0 | 0 | 2 | 0 |
| | 100% | 55.00% | 45.00% | 8.00% | 10.00% | 29.00% | 15.00% | 14.00% | 18.00% | 2.00% | 2.00% | 0% | 0% | 0% | 0% | 2.00% | 0% |
| Qualified Internal Applicants | 74 | 39 | 35 | 6 | 7 | 20 | 12 | 11 | 14 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 52.70% | 47.30% | 8.11% | 9.46% | 27.03% | 16.22% | 14.86% | 18.92% | 2.70% | 2.70% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 73 | 38 | 35 | 6 | 7 | 19 | 12 | 11 | 14 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 52.05% | 47.95% | 8.22% | 9.59% | 26.03% | 16.44% | 15.07% | 19.18% | 2.74% | 2.74% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 37 | 22 | 15 | 1 | 0 | 13 | 12 | 5 | 2 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 59.46% | 40.54% | 2.70% | 0% | 35.14% | 32.43% | 13.51% | 5.41% | 5.41% | 2.70% | 2.70% | 0% | 0% | 0% | 0% | 0% |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 3,108 | 1,516 | 1,592 | 214 | 205 | 767 | 615 | 419 | 662 | 85 | 91 | 3 | 9 | 11 | 10 | 17 | 0 |
| | 100% | 48.78% | 51.22% | 6.89% | 6.60% | 24.68% | 19.79% | 13.48% | 21.30% | 2.73% | 2.93% | 0.10% | 0.29% | 0.35% | 0.32% | 0.55% | 0% |
| Qualified External Applicants | 2,928 | 1,430 | 1,498 | 202 | 192 | 719 | 577 | 399 | 628 | 81 | 82 | 3 | 9 | 9 | 10 | 17 | 0 |
| | 100% | 48.84% | 51.16% | 6.90% | 6.56% | 24.56% | 19.71% | 13.63% | 21.45% | 2.77% | 2.80% | 0.10% | 0.31% | 0.31% | 0.34% | 0.58% | 0% |
| Referred Applicants | 584 | 300 | 284 | 46 | 43 | 154 | 114 | 76 | 110 | 15 | 16 | 1 | 0 | 5 | 1 | 3 | 0 |
| | 100% | 51.37% | 48.63% | 7.88% | 7.36% | 26.37% | 19.52% | 13.01% | 18.84% | 2.57% | 2.74% | 0.17% | 0% | 0.86% | 0.17% | 0.51% | 0% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 70 | 32 | 38 | 3 | 1 | 17 | 19 | 8 | 14 | 4 | 3 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 45.71% | 54.29% | 4.29% | 1.43% | 24.29% | 27.14% | 11.43% | 20.00% | 5.71% | 4.29% | 0% | 0% | 0% | 1.43% | 0% | 0% |

Not required by EEOC - Added to aid barrier analysis.

| EMPLOYEE LOSES | | | | | | | | | | | | | | | | | |
|---------------------------|------|--------|--------|-------|----|--------|--------|--------|--------|-------|-------|--------|----|----|----|----|----|
| Reduction in Force | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Removal | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Resignation | 9 | 2 | 7 | 0 | 0 | 0 | 3 | 1 | 4 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 22.22% | 77.78% | 0% | 0% | 0% | 33.33% | 11.11% | 44.44% | 0% | 0% | 11.11% | 0% | 0% | 0% | 0% | 0% |
| Retirement | 13 | 3 | 10 | 0 | 0 | 1 | 6 | 1 | 4 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 23.08% | 76.92% | 0% | 0% | 7.69% | 46.15% | 7.69% | 30.77% | 7.69% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Other Separations | 36 | 11 | 25 | 1 | 0 | 8 | 11 | 2 | 11 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 30.56% | 69.44% | 2.78% | 0% | 22.22% | 30.56% | 5.56% | 30.56% | 0% | 8.33% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Separations | 59 | 17 | 42 | 2 | 0 | 9 | 20 | 4 | 19 | 1 | 3 | 1 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 28.81% | 71.19% | 3.39% | 0% | 15.25% | 33.90% | 6.78% | 32.20% | 1.69% | 5.08% | 1.69% | 0% | 0% | 0% | 0% | 0% |

Table B6-1: Participation Rates for Major Occupations - Distribution by Disability (Permanent)

| Series | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|--|---------------|--------------------|---------------------|--------------------------|---|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| 1102 | 436 | 299 | 19 | 118 | 9 | 0 | 0 | 4 | 1 | 0 | 0 | 3 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 68.58% | 4.36% | 27.06% | 2.06% | 0% | 0% | 0.92% | 0.23% | 0% | 0% | 0.69% | 0% | 0% | 0.23% | 0% | 0% |
| ES-00 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-04 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-05 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-06 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-07 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-08 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-09 | 20 | 15 | 0 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.00% | 0% | 25.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-11 | 51 | 29 | 2 | 20 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 56.86% | 3.92% | 39.22% | 3.92% | 0% | 0% | 0% | 1.96% | 0% | 0% | 0% | 0% | 0% | 1.96% | 0% | 0% |
| GS-12 | 135 | 87 | 4 | 44 | 4 | 0 | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 64.44% | 2.96% | 32.59% | 2.96% | 0% | 0% | 1.48% | 0% | 0% | 0% | 1.48% | 0% | 0% | 0% | 0% | 0% |
| GS-13 | 123 | 91 | 5 | 27 | 3 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 73.98% | 4.07% | 21.95% | 2.44% | 0% | 0% | 1.63% | 0% | 0% | 0% | 0.81% | 0% | 0% | 0% | 0% | 0% |
| GS-14 | 80 | 57 | 6 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 71.25% | 7.50% | 21.25% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-15 | 26 | 19 | 2 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 73.08% | 7.69% | 19.23% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 132 | 2 | 123 | 7 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |
| | 100% | 1.52% | 93.18% | 5.30% | 1.52% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 1.52% | 0% | 0% |
| Qualified Internal Applicants | 99 | 2 | 94 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 2.02% | 94.95% | 3.03% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 98 | 2 | 93 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 2.04% | 94.90% | 3.06% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 37 | 25 | 1 | 11 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 67.57% | 2.70% | 29.73% | 2.70% | 0% | 0% | 0% | 2.70% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 37 | 31 | 4 | 2 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. Targeted disability identification is not affected. | | | | | | | | | | | | |
| | 100% | 83.78% | 10.81% | 5.41% | | | | | | | | | | | | | |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 4,024 | 69 | 3,798 | 157 | 69 | 0 | 7 | 6 | 1 | 0 | 7 | 3 | 6 | 0 | 42 | 1 | 3 |
| | 100% | 1.71% | 94.38% | 3.90% | 1.71% | 0% | 0.17% | 0.15% | 0.02% | 0% | 0.17% | 0.07% | 0.15% | 0% | 1.04% | 0.02% | 0.07% |
| Qualified External Applicants | 3,805 | 68 | 3,591 | 146 | 64 | 0 | 6 | 6 | 1 | 0 | 7 | 3 | 6 | 0 | 37 | 1 | 3 |
| | 100% | 1.79% | 94.38% | 3.84% | 1.68% | 0% | 0.16% | 0.16% | 0.03% | 0% | 0.18% | 0.08% | 0.16% | 0% | 0.97% | 0.03% | 0.08% |
| Referred Applicants | 763 | 23 | 694 | 46 | 23 | 0 | 2 | 2 | 1 | 0 | 3 | 3 | 2 | 0 | 12 | 0 | 2 |
| | 100% | 3.01% | 90.96% | 6.03% | 3.01% | 0% | 0.26% | 0.26% | 0.13% | 0% | 0.39% | 0.39% | 0.26% | 0% | 1.57% | 0% | 0.26% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 37 | 25 | 1 | 11 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 67.57% | 2.70% | 29.73% | 2.70% | 0% | 0% | 0% | 2.70% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 37 | 31 | 4 | 2 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. Targeted disability identification is not affected. | | | | | | | | | | | | |
| | 100% | 83.78% | 10.81% | 5.41% | | | | | | | | | | | | | |

Table B7-1: SENIOR GRADE LEVELS - Distribution by Disability (Participation Rate)

| Type of Appointment | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|---|------------------|--------------------|---------------------|--------------------------|---|-------------------------------|-----------------------------|----------------------------|-----------------------------|--------------------------|---------------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty | Blind or Serious Difficulty | Missing Extremities [31] | Significant Mobility Impairment | Partial or Complete Paralysis | Epilepsy or Other Seizure | Intellectual Disability [90] | Significant Psychiatric Disorder | Dwarfism [92] | Significant Disfigurement [93] |
| Senior Grades | 21 | 15 | 1 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 71.43% | 4.76% | 23.81% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |
| | 20 | 16 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SES or Equivalent | 20 | 15 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.00% | 5.00% | 20.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Filled | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | 100% | | | | | | | | | | | | | | | | |
| Internal Applications | No AFD Available | | | | | | | | | | | | | | | | |
| Qualified Internal Applicants | | | | | | | | | | | | | | | | | |
| Referred Applicants | | | | | | | | | | | | | | | | | |
| Interviewed Applicants | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 1 | 1 | 0 | 0 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. Targeted disability identification is not affected. | | | | | | | | | | | | |
| | 100% | 100% | 0% | 0% | | | | | | | | | | | | | |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | No AFD Available | | | | | | | | | | | | | | | | |
| Qualified External Applicants | | | | | | | | | | | | | | | | | |
| Referred Applicants | | | | | | | | | | | | | | | | | |
| Interviewed Applicants | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 3 | 2 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 66.67% | 0% | 33.33% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 3 | 2 | 0 | 1 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. Targeted disability identification is not affected. | | | | | | | | | | | | |
| | 100% | 66.67% | 0% | 33.33% | | | | | | | | | | | | | |
| Career Development Program - SES CDP | | | | | | | | | | | | | | | | | |
| Slots | | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program | | | | | | | | | | | | | | | | | |
| Applicants for Career Development Program | | | | | | | | | | | | | | | | | |
| Selections for Career Development Program | | | | | | | | | | | | | | | | | |
| | 283 | 218 | 27 | 38 | 5 | 0 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GS-15 or Equivalent | 283 | 190 | 16 | 77 | 5 | 0 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 67.14% | 5.65% | 27.21% | 1.77% | 0% | 0.35% | 1.41% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Filled | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | 100% | | | | | | | | | | | | | | | | |
| Internal Applications | 396 | 8 | 354 | 34 | 12 | 1 | 4 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 7 | 0 | 0 |
| | 100% | 2.02% | 89.39% | 8.59% | 3.03% | 0.25% | 1.01% | 0% | 0.25% | 0% | 0% | 0.25% | 0% | 0% | 1.77% | 0% | 0% |
| Qualified Internal Applicants | 215 | 3 | 196 | 16 | 8 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 5 | 0 | 0 |
| | 100% | 1.40% | 91.16% | 7.44% | 3.72% | 0% | 0.47% | 0% | 0.47% | 0% | 0% | 0.47% | 0% | 0% | 2.33% | 0% | 0% |
| Referred Applicants | 213 | 3 | 195 | 15 | 8 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 5 | 0 | 0 |

| | | | | | | | | | | | | | | | | | |
|---|-------|--------|--------|--------|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Received Applicants | 100% | 1.41% | 91.55% | 7.04% | 3.76% | 0% | 0.47% | 0% | 0.47% | 0% | 0% | 0.47% | 0% | 0% | 2.35% | 0% | 0% |
| Interviewed Applicants | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 30 | 18 | 2 | 10 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Selections | 100% | 60.00% | 6.67% | 33.33% | 6.67% | 0% | 0% | 6.67% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 30 | 24 | 4 | 2 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. | | | | | | | | | | | | |
| Internal Selections | 100% | 80.00% | 13.33% | 6.67% | Targeted disability identification is not affected. | | | | | | | | | | | | |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 475 | 10 | 450 | 15 | 8 | 1 | 3 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 0 |
| Qualified External Applicants | 100% | 2.11% | 94.74% | 3.16% | 1.68% | 0.21% | 0.63% | 0.42% | 0% | 0% | 0.42% | 0% | 0% | 0% | 0.42% | 0% | 0% |
| Referred Applicants | 453 | 9 | 430 | 14 | 7 | 0 | 3 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 |
| Referred Applicants | 100% | 1.99% | 94.92% | 3.09% | 1.55% | 0% | 0.66% | 0.44% | 0% | 0% | 0.44% | 0% | 0% | 0% | 0.22% | 0% | 0% |
| Interviewed Applicants | 20 | 0 | 19 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interviewed Applicants | 100% | 0% | 95.00% | 5.00% | 5.00% | 0% | 0% | 5.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 13 | 9 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| External Selections | 100% | 69.23% | 0% | 30.77% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 13 | 9 | 1 | 3 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. | | | | | | | | | | | | |
| External Selections | 100% | 69.23% | 7.69% | 23.08% | Targeted disability identification is not affected. | | | | | | | | | | | | |
| Career Development Program - Women in Law Enforcement Mentoring Program (CRCL/DMS) | | | | | | | | | | | | | | | | | |
| Slots | | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program Applicants for Career Development Program Selections for Career Development Program | | | | | | | | | | | | | | | | | |
| GS-14 or Equivalent | 928 | 677 | 89 | 162 | 31 | 0 | 0 | 17 | 3 | 1 | 2 | 1 | 0 | 0 | 6 | 1 | 0 |
| GS-14 or Equivalent | 100% | 64.01% | 6.14% | 29.85% | 3.34% | 0% | 0% | 1.83% | 0.32% | 0.11% | 0.22% | 0.11% | 0% | 0% | 0.65% | 0.11% | 0% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Filled | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | 100% | | | | | | | | | | | | | | | | |
| Internal Applications | 2,311 | 30 | 2,128 | 153 | 89 | 1 | 22 | 17 | 1 | 2 | 9 | 8 | 2 | 0 | 39 | 0 | 1 |
| Qualified Internal Applicants | 100% | 1.30% | 92.08% | 6.62% | 3.85% | 0.04% | 0.95% | 0.74% | 0.04% | 0.09% | 0.39% | 0.35% | 0.09% | 0% | 1.69% | 0% | 0.04% |
| Referred Applicants | 1,535 | 19 | 1,430 | 86 | 46 | 0 | 12 | 11 | 1 | 0 | 6 | 5 | 1 | 0 | 18 | 0 | 1 |
| Referred Applicants | 100% | 1.24% | 93.16% | 5.60% | 3.00% | 0% | 0.78% | 0.72% | 0.07% | 0% | 0.39% | 0.33% | 0.07% | 0% | 1.17% | 0% | 0.07% |
| Interviewed Applicants | 1,468 | 18 | 1,367 | 83 | 44 | 0 | 12 | 11 | 1 | 0 | 6 | 5 | 1 | 0 | 16 | 0 | 1 |
| Interviewed Applicants | 100% | 1.23% | 93.12% | 5.65% | 3.00% | 0% | 0.82% | 0.75% | 0.07% | 0% | 0.41% | 0.34% | 0.07% | 0% | 1.09% | 0% | 0.07% |
| Internal Selections | 68 | 43 | 4 | 21 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| Internal Selections | 100% | 63.24% | 5.88% | 30.88% | 1.47% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 1.47% | 0% | 0% |
| Internal Selections | 68 | 50 | 7 | 11 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. | | | | | | | | | | | | |
| Internal Selections | 100% | 73.53% | 10.29% | 16.18% | Targeted disability identification is not affected. | | | | | | | | | | | | |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 2,598 | 23 | 2,458 | 117 | 62 | 1 | 13 | 12 | 3 | 0 | 5 | 3 | 3 | 0 | 29 | 0 | 1 |
| Qualified External Applicants | 100% | 0.89% | 94.61% | 4.50% | 2.39% | 0.04% | 0.50% | 0.46% | 0.12% | 0% | 0.19% | 0.12% | 0.12% | 0% | 1.12% | 0% | 0.04% |
| Referred Applicants | 2,410 | 21 | 2,282 | 107 | 55 | 1 | 12 | 12 | 3 | 0 | 4 | 3 | 2 | 0 | 24 | 0 | 1 |
| Referred Applicants | 100% | 0.87% | 94.69% | 4.44% | 2.28% | 0.04% | 0.50% | 0.50% | 0.12% | 0% | 0.17% | 0.12% | 0.08% | 0% | 1.00% | 0% | 0.04% |
| Interviewed Applicants | 360 | 7 | 335 | 18 | 11 | 0 | 4 | 3 | 0 | 0 | 0 | 3 | 0 | 0 | 3 | 0 | 1 |
| Interviewed Applicants | 100% | 1.94% | 93.06% | 5.00% | 3.06% | 0% | 1.11% | 0.83% | 0% | 0% | 0% | 0.83% | 0% | 0% | 0.83% | 0% | 0.28% |
| External Selections | 79 | 42 | 9 | 28 | 3 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| External Selections | 100% | 53.16% | 11.39% | 35.44% | 3.80% | 0% | 0% | 1.27% | 0% | 1.27% | 0% | 0% | 0% | 0% | 1.27% | 0% | 0% |
| External Selections | 79 | 55 | 13 | 11 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. | | | | | | | | | | | | |
| External Selections | 100% | 69.62% | 16.46% | 13.92% | Targeted disability identification is not affected. | | | | | | | | | | | | |
| Career Development Program - Disability Mentoring Program | | | | | | | | | | | | | | | | | |
| Slots | | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program Applicants for Career Development Program Selections for Career Development Program | | | | | | | | | | | | | | | | | |
| GS-13 or Equivalent | 1,832 | 1,340 | 168 | 324 | 70 | 0 | 6 | 32 | 5 | 0 | 5 | 7 | 3 | 1 | 11 | 0 | 0 |
| GS-13 or Equivalent | 100% | 64.03% | 4.59% | 31.39% | 3.82% | 0% | 0.33% | 1.75% | 0.27% | 0% | 0.27% | 0.38% | 0.16% | 0.05% | 0.60% | 0% | 0% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | |
|---|--------|--------|--------|--------|---|------|------|--------|--------|--------|--------|--------|--------|--------|--------|--------|------|
| Received Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 30 | 18 | 2 | 10 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 30 | 24 | 4 | 2 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. | | | | | | | | | | | | |
| | 0% | 0% | 0% | 0% | Targeted disability identification is not affected. | | | | | | | | | | | | |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Qualified External Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 13 | 9 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 13 | 9 | 1 | 3 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. | | | | | | | | | | | | |
| | 0% | 0% | 0% | 0% | Targeted disability identification is not affected. | | | | | | | | | | | | |
| Career Development Program | | | | | | | | | | | | | | | | | |
| Slots | | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program Applicants for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Selections for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-14 or Equivalent | 928 | 677 | 89 | 162 | 31 | 0 | 0 | 17 | 3 | 1 | 2 | 1 | 0 | 0 | 6 | 1 | 0 |
| | 928 | 594 | 57 | 277 | 31 | 0 | 0 | 17 | 3 | 1 | 2 | 1 | 0 | 0 | 6 | 1 | 0 |
| | 10.22% | 10.30% | 13.77% | 9.55% | 9.63% | 0% | 0% | 12.23% | 13.64% | 25.00% | 10.00% | 3.70% | 0% | 0% | 9.84% | 33.33% | 0% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Filled | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Qualified Internal Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 68 | 43 | 4 | 21 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 68 | 50 | 7 | 11 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. | | | | | | | | | | | | |
| | 0% | 0% | 0% | 0% | Targeted disability identification is not affected. | | | | | | | | | | | | |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Qualified External Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 79 | 42 | 9 | 28 | 3 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 79 | 55 | 13 | 11 | <--Excludes 30% or more disabled Veterans and Schedule A employees who did not self-identify. These numbers can be used if the above applicant flow data only includes self-identified. | | | | | | | | | | | | |
| | 0% | 0% | 0% | 0% | Targeted disability identification is not affected. | | | | | | | | | | | | |
| Career Development Program | | | | | | | | | | | | | | | | | |
| Slots | | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program Applicants for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Selections for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS-13 or Equivalent | 1,832 | 1,340 | 168 | 324 | 70 | 0 | 6 | 32 | 5 | 0 | 5 | 7 | 3 | 1 | 11 | 0 | 0 |
| | 1,832 | 1,173 | 84 | 575 | 70 | 0 | 6 | 32 | 5 | 0 | 5 | 7 | 3 | 1 | 11 | 0 | 0 |
| | 20.17% | 20.35% | 20.29% | 19.81% | 21.74% | 0% | 0% | 22.22% | 23.02% | 22.73% | 0% | 25.00% | 25.93% | 30.00% | 33.33% | 18.03% | 0% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |

Table A8-1: MANAGEMENT POSITIONS - Distribution by Race, Ethnicity, and Sex (Participation Rate)

| Upward Mobility to Management Positions | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|--|---------------------------|--------|--------|--------------------|-------|------------------------|--------|---------------------------|--------|--------|--------|---|--------|----------------------------------|--------|-------------------|--------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | |
| | | | | | | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| Total Management | 3,771 | 2,589 | 1,182 | 182 | 76 | 1,927 | 618 | 325 | 385 | 73 | 62 | 16 | 10 | 53 | 13 | 13 | 18 |
| | 100% | 68.66% | 31.34% | 4.83% | 2.02% | 51.10% | 16.39% | 8.62% | 10.21% | 1.94% | 1.64% | 0.42% | 0.27% | 1.41% | 0.34% | 0.34% | 0.48% |
| Upward Mobility Benchmark | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Alternative Benchmark | 100% | | | | | | | | | | | | | | | | |
| SES or Equivalent | 166 | 106 | 60 | 3 | 3 | 77 | 40 | 19 | 14 | 3 | 2 | 0 | 0 | 4 | 0 | 0 | 1 |
| | 100% | 63.86% | 36.14% | 1.81% | 1.81% | 46.39% | 24.10% | 11.45% | 8.43% | 1.81% | 1.20% | 0% | 0% | 2.41% | 0% | 0% | 0.60% |
| SES/TSES | 12 | 8 | 4 | 0 | 0 | 6 | 3 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 66.67% | 33.33% | 0% | 0% | 50.00% | 25.00% | 8.33% | 8.33% | 0% | 0% | 0% | 0% | 8.33% | 0% | 0% | 0% |
| Senior Level (ST, SL, EX) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS/GG-15 | 154 | 98 | 56 | 3 | 3 | 71 | 37 | 18 | 13 | 3 | 2 | 0 | 0 | 3 | 0 | 0 | 1 |
| | 100% | 63.64% | 36.36% | 1.95% | 1.95% | 46.10% | 24.03% | 11.69% | 8.44% | 1.95% | 1.30% | 0% | 0% | 1.95% | 0% | 0% | 0.65% |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Filled | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 264 | 176 | 88 | 23 | 7 | 89 | 20 | 45 | 56 | 18 | 2 | 0 | 0 | 0 | 3 | 1 | 0 |
| | 100% | 66.67% | 33.33% | 8.71% | 2.65% | 33.71% | 7.58% | 17.05% | 21.21% | 6.82% | 0.76% | 0% | 0% | 0% | 1.14% | 0.38% | 0% |
| Qualified Internal Applicants | 146 | 104 | 42 | 10 | 3 | 55 | 10 | 30 | 26 | 9 | 0 | 0 | 0 | 0 | 3 | 0 | 0 |
| | 100% | 71.23% | 28.77% | 6.85% | 2.05% | 37.67% | 6.85% | 20.55% | 17.81% | 6.16% | 0% | 0% | 0% | 0% | 2.05% | 0% | 0% |
| Referred Applicants | 144 | 103 | 41 | 9 | 3 | 55 | 10 | 30 | 25 | 9 | 0 | 0 | 0 | 0 | 3 | 0 | 0 |
| | 100% | 71.53% | 28.47% | 6.25% | 2.08% | 38.19% | 6.94% | 20.83% | 17.36% | 6.25% | 0% | 0% | 0% | 0% | 2.08% | 0% | 0% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 18 | 14 | 4 | 0 | 0 | 11 | 3 | 2 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 77.78% | 22.22% | 0% | 0% | 61.11% | 16.67% | 11.11% | 5.56% | 0% | 0% | 0% | 0% | 5.56% | 0% | 0% | 0% |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 274 | 185 | 89 | 23 | 8 | 89 | 30 | 38 | 47 | 34 | 4 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 100% | 67.52% | 32.48% | 8.39% | 2.92% | 32.48% | 10.95% | 13.87% | 17.15% | 12.41% | 1.46% | 0% | 0% | 0% | 0% | 0.36% | 0% |
| Qualified External Applicants | 271 | 183 | 88 | 23 | 8 | 87 | 29 | 38 | 47 | 34 | 4 | 0 | 0 | 0 | 0 | 1 | 0 |
| | 100% | 67.53% | 32.47% | 8.49% | 2.95% | 32.10% | 10.70% | 14.02% | 17.34% | 12.55% | 1.48% | 0% | 0% | 0% | 0% | 0.37% | 0% |
| Referred Applicants | 8 | 4 | 4 | 0 | 0 | 3 | 3 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 50.00% | 50.00% | 0% | 0% | 37.50% | 37.50% | 12.50% | 12.50% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 9 | 4 | 5 | 0 | 0 | 3 | 3 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 44.44% | 55.56% | 0% | 0% | 33.33% | 33.33% | 0% | 22.22% | 11.11% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Career Development Program | | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | | |
|--|------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Slots | 0 | | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Applicants for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Selections for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| | | | | | | | | | | | | | | | | | |
|---------------------------|-------|--------|--------|-------|-------|--------|--------|-------|--------|-------|-------|-------|-------|-------|-------|-------|-------|
| Managers (GS13-14) | 1,511 | 1,039 | 472 | 68 | 29 | 791 | 235 | 120 | 170 | 31 | 21 | 6 | 4 | 17 | 3 | 6 | 10 |
| | 100% | 68.76% | 31.24% | 4.50% | 1.92% | 52.35% | 15.55% | 7.94% | 11.25% | 2.05% | 1.39% | 0.40% | 0.26% | 1.13% | 0.20% | 0.40% | 0.66% |
| GS/GG-14 | 510 | 334 | 176 | 15 | 7 | 263 | 90 | 35 | 65 | 14 | 10 | 1 | 1 | 4 | 0 | 2 | 3 |
| | 100% | 65.49% | 34.51% | 2.94% | 1.37% | 51.57% | 17.65% | 6.86% | 12.75% | 2.75% | 1.96% | 0.20% | 0.20% | 0.78% | 0% | 0.39% | 0.59% |
| GS/GG-13 | 1,001 | 705 | 296 | 53 | 22 | 528 | 145 | 85 | 105 | 17 | 11 | 5 | 3 | 13 | 3 | 4 | 7 |
| | 100% | 70.43% | 29.57% | 5.29% | 2.20% | 52.75% | 14.49% | 8.49% | 10.49% | 1.70% | 1.10% | 0.50% | 0.30% | 1.30% | 0.30% | 0.40% | 0.70% |
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Internal Competitive Promotions

| | | | | | | | | | | | | | | | | | |
|--------------------------------------|------|--------|--------|-------|-------|--------|--------|--------|--------|-------|-------|-------|----|-------|-------|-------|-------|
| Vacancy Filled | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 920 | 616 | 304 | 84 | 34 | 355 | 132 | 118 | 122 | 38 | 15 | 0 | 0 | 8 | 1 | 13 | 0 |
| | 100% | 66.96% | 33.04% | 9.13% | 3.70% | 38.59% | 14.35% | 12.83% | 13.26% | 4.13% | 1.63% | 0% | 0% | 0.87% | 0.11% | 1.41% | 0% |
| Qualified Internal Applicants | 632 | 412 | 220 | 59 | 23 | 243 | 95 | 78 | 88 | 22 | 13 | 0 | 0 | 4 | 1 | 6 | 0 |
| | 100% | 65.19% | 34.81% | 9.34% | 3.64% | 38.45% | 15.03% | 12.34% | 13.92% | 3.48% | 2.06% | 0% | 0% | 0.63% | 0.16% | 0.95% | 0% |
| Referred Applicants | 615 | 402 | 213 | 58 | 22 | 235 | 92 | 78 | 86 | 21 | 12 | 0 | 0 | 4 | 1 | 6 | 0 |
| | 100% | 65.37% | 34.63% | 9.43% | 3.58% | 38.21% | 14.96% | 12.68% | 13.98% | 3.41% | 1.95% | 0% | 0% | 0.65% | 0.16% | 0.98% | 0% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 87 | 51 | 36 | 4 | 2 | 38 | 23 | 6 | 6 | 1 | 2 | 2 | 0 | 0 | 0 | 0 | 3 |
| | 100% | 58.62% | 41.38% | 4.60% | 2.30% | 43.68% | 26.44% | 6.90% | 6.90% | 1.15% | 2.30% | 2.30% | 0% | 0% | 0% | 0% | 3.45% |

New Hires

| | | | | | | | | | | | | | | | | | |
|--|------|--------|--------|-------|-------|--------|--------|--------|--------|-------|-------|-------|-------|-------|-------|-------|----|
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 843 | 566 | 277 | 72 | 25 | 270 | 93 | 135 | 135 | 76 | 22 | 2 | 1 | 6 | 1 | 5 | 0 |
| | 100% | 67.14% | 32.86% | 8.54% | 2.97% | 32.03% | 11.03% | 16.01% | 16.01% | 9.02% | 2.61% | 0.24% | 0.12% | 0.71% | 0.12% | 0.59% | 0% |
| Qualified External Applicants | 771 | 515 | 256 | 58 | 23 | 245 | 84 | 128 | 127 | 72 | 20 | 2 | 1 | 5 | 1 | 5 | 0 |
| | 100% | 66.80% | 33.20% | 7.52% | 2.98% | 31.78% | 10.89% | 16.60% | 16.47% | 9.34% | 2.59% | 0.26% | 0.13% | 0.65% | 0.13% | 0.65% | 0% |
| Referred Applicants | 249 | 158 | 91 | 23 | 9 | 89 | 33 | 34 | 44 | 10 | 4 | 0 | 0 | 1 | 1 | 1 | 0 |
| | 100% | 63.45% | 36.55% | 9.24% | 3.61% | 35.74% | 13.25% | 13.65% | 17.67% | 4.02% | 1.61% | 0% | 0% | 0.40% | 0.40% | 0.40% | 0% |
| Interviewed Applicants | | | | | | | | | | | | | | | | | |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 140 | 96 | 44 | 8 | 2 | 71 | 15 | 9 | 25 | 6 | 2 | 0 | 0 | 0 | 0 | 2 | 0 |
| | 100% | 68.57% | 31.43% | 5.71% | 1.43% | 50.71% | 10.71% | 6.43% | 17.86% | 4.29% | 1.43% | 0% | 0% | 0% | 0% | 1.43% | 0% |

Career Development Program

| | | | | | | | | | | | | | | | | | |
|--|------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Slots | | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Applicants for Career Development Program | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Selections for Career Development Program | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| | | | | | | | | | | | | | | | | | |
|--|-------|--------|--------|-------|-------|--------|--------|--------|--------|-------|-------|-------|-------|-------|--------|-------|-------|
| Supervisors (Grades 12 and Below) | 2,094 | 1,444 | 650 | 111 | 44 | 1,059 | 343 | 186 | 201 | 39 | 39 | 10 | 6 | 32 | 10 | 7 | 7 |
| | 100% | 68.96% | 31.04% | 5.30% | 2.10% | 50.57% | 16.38% | 8.88% | 9.60% | 1.86% | 1.86% | 0.48% | 0.29% | 1.53% | 0.48% | 0.33% | 0.33% |
| GS/GG-12 | 1,061 | 778 | 283 | 60 | 20 | 584 | 153 | 89 | 84 | 21 | 17 | 4 | 1 | 17 | 5 | 3 | 3 |
| | 100% | 73.33% | 26.67% | 5.66% | 1.89% | 55.04% | 14.42% | 8.39% | 7.92% | 1.98% | 1.60% | 0.38% | 0.09% | 1.60% | 0.47% | 0.28% | 0.28% |
| GS/GG-11 | 610 | 437 | 173 | 37 | 11 | 321 | 93 | 53 | 48 | 7 | 12 | 5 | 4 | 10 | 2 | 4 | 3 |
| | 100% | 71.64% | 28.36% | 6.07% | 1.80% | 52.62% | 15.25% | 8.69% | 7.87% | 1.15% | 1.97% | 0.82% | 0.66% | 1.64% | 0.33% | 0.66% | 0.49% |
| GS/GG-10 | 9 | 1 | 8 | 0 | 0 | 1 | 1 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 11.11% | 88.89% | 0% | 0% | 11.11% | 11.11% | 0% | 66.67% | 0% | 0% | 0% | 0% | 0% | 11.11% | 0% | 0% |
| GS/GG-09 | 344 | 189 | 155 | 12 | 10 | 122 | 84 | 39 | 50 | 10 | 9 | 1 | 0 | 5 | 1 | 0 | 1 |
| | 100% | 54.94% | 45.06% | 3.49% | 2.91% | 35.47% | 24.42% | 11.34% | 14.53% | 2.91% | 2.62% | 0.29% | 0% | 1.45% | 0.29% | 0% | 0.29% |
| GS/GG-08 | 11 | 7 | 4 | 0 | 0 | 7 | 3 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 63.64% | 36.36% | 0% | 0% | 63.64% | 27.27% | 0% | 9.09% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS/GG-07 | 50 | 29 | 21 | 2 | 2 | 22 | 8 | 4 | 9 | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| | 100% | 58.00% | 42.00% | 4.00% | 4.00% | 44.00% | 16.00% | 8.00% | 18.00% | 2.00% | 2.00% | 0% | 2.00% | 0% | 0% | 0% | 0% |

Table B8-1: MANAGEMENT POSITIONS - Distribution by Disability (Participation Rate)

| Type of Appointment | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|---|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| Total Management | 3,771 | 2,197 | 206 | 1,368 | 139 | 0 | 13 | 67 | 8 | 1 | 6 | 11 | 6 | 2 | 23 | 2 | 0 |
| | 100% | 58.26% | 5.46% | 36.28% | 3.69% | 0% | 0.34% | 1.78% | 0.21% | 0.03% | 0.16% | 0.29% | 0.16% | 0.05% | 0.61% | 0.05% | 0% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |
| SES or Equivalent | 166 | 105 | 10 | 51 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 63.25% | 6.02% | 30.72% | 1.20% | 0% | 0% | 1.20% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| SES/TSES | 12 | 9 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 75.00% | 0% | 25.00% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Senior Level (ST, SL, EX) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS/GG-15 | 154 | 96 | 10 | 48 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 62.34% | 6.49% | 31.17% | 1.30% | 0% | 0% | 1.30% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Filled | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 363 | 7 | 323 | 33 | 11 | 0 | 4 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 6 | 0 | 0 |
| | 100% | 1.93% | 88.98% | 9.09% | 3.03% | 0% | 1.10% | 0% | 0.28% | 0% | 0% | 0.28% | 0% | 0% | 1.65% | 0% | 0% |
| Qualified Internal Applicants | 200 | 3 | 181 | 16 | 8 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 5 | 0 | 0 | 0 |
| | 100% | 1.50% | 90.50% | 8.00% | 4.00% | 0% | 0.50% | 0% | 0.50% | 0% | 0% | 0.50% | 0% | 2.50% | 0% | 0% | 0% |
| Referred Applicants | 198 | 3 | 180 | 15 | 8 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 5 | 0 | 0 | 0 |
| | 100% | 1.52% | 90.91% | 7.58% | 4.04% | 0% | 0.51% | 0% | 0.51% | 0% | 0% | 0.51% | 0% | 2.53% | 0% | 0% | 0% |
| Interviewed Applicants | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 18 | 11 | 1 | 6 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Internal Selections | 100% | 61.11% | 5.56% | 33.33% | 5.56% | 0% | 0% | 5.56% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | | | | | | | | | | | | | | | | | |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 363 | 7 | 344 | 12 | 5 | 0 | 3 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 1.93% | 94.77% | 3.31% | 1.38% | 0% | 0.83% | 0.28% | 0% | 0% | 0.28% | 0% | 0% | 0% | 0.28% | 0% | 0% |
| Qualified External Applicants | 360 | 7 | 341 | 12 | 5 | 0 | 3 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 1.94% | 94.72% | 3.33% | 1.39% | 0% | 0.83% | 0.28% | 0% | 0% | 0.28% | 0% | 0% | 0.28% | 0% | 0% | 0% |
| Referred Applicants | 13 | 0 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 9 | 6 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| External Selections | 100% | 66.67% | 0% | 33.33% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | | | | | | | | | | | | | | | | | |
| Career Development Program | | | | | | | | | | | | | | | | | |
| Slots | 0 | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program | 0 | | | | | | | | | | | | | | | | |

Table A8-1: MANAGEMENT POSITIONS - Distribution by Race, Ethnicity, and Sex (Inclusion Rate)

| Upward Mobility to Management Positions | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|--|---------------------------|--------|---------------------------|--------------------|--------|------------------------|--------|---|--------|----------------------------------|--------|-------------------|--------|--------|--------|--------|--------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | White | | Black or African American | | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | | | | | |
| | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| Total Management | 3,771 | 2,589 | 1,182 | 182 | 76 | 1,927 | 618 | 325 | 385 | 73 | 62 | 16 | 10 | 53 | 13 | 13 | 18 |
| | 41.53% | 40.71% | 43.44% | 43.54% | 45.78% | 40.62% | 40.29% | 42.88% | 49.49% | 28.97% | 41.33% | 42.11% | 50.00% | 49.53% | 37.14% | 30.23% | 47.37% |
| Upward Mobility Benchmark | 26.18% | 26.45% | 25.54% | 29.19% | 28.92% | 25.78% | 28.42% | 21.50% | 17.87% | 49.60% | 38.00% | 18.42% | 15.00% | 27.10% | 17.14% | 30.23% | 0% |
| Alternative Benchmark | 17% | | | | | | | | | | | | | | | | |
| SES or Equivalent | 166 | 106 | 60 | 3 | 3 | 77 | 40 | 19 | 14 | 3 | 2 | 0 | 0 | 4 | 0 | 0 | 1 |
| | 1.83% | 1.67% | 2.21% | 0.72% | 1.81% | 1.62% | 2.61% | 2.51% | 1.80% | 1.19% | 1.33% | 0% | 0% | 3.74% | 0% | 0% | 2.63% |
| SES/TSES | 12 | 8 | 4 | 0 | 0 | 6 | 3 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 0.13% | 0.13% | 0.15% | 0% | 0% | 0.13% | 0.20% | 0.13% | 0.13% | 0% | 0% | 0% | 0% | 0.93% | 0% | 0% | 0% |
| Senior Level (ST, SL, EX) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS/GG-15 | 154 | 98 | 56 | 3 | 3 | 71 | 37 | 18 | 13 | 3 | 2 | 0% | 0% | 3 | 0% | 0% | 100% |
| | 1.70% | 1.54% | 2.06% | 0.72% | 1.81% | 1.50% | 2.41% | 2.37% | 1.67% | 1.19% | 1.33% | 0% | 0% | 2.80% | 0% | 0% | 2.63% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Filled | 0 | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Qualified Internal Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 18 | 14 | 4 | 0 | 0 | 11 | 3 | 2 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% | 1.00% |
| Qualified External Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 9 | 4 | 5 | 0 | 0 | 3 | 3 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Career Development Program | | | | | | | | | | | | | | | | | |

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|--|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Slots | 0 | | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Applicants for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Selections for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| | | | | | | | | | | | | | | | | | |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|--------|--------|
| Managers (GS13-14) | 1,511 | 1,039 | 472 | 68 | 29 | 791 | 235 | 120 | 170 | 31 | 21 | 6 | 4 | 17 | 3 | 6 | 10 |
| | 16.64% | 16.34% | 17.35% | 16.27% | 17.47% | 16.67% | 15.32% | 15.83% | 21.85% | 12.30% | 14.00% | 15.79% | 20.00% | 15.89% | 8.57% | 13.95% | 26.32% |
| GS/GG-14 | 510 | 334 | 176 | 15 | 7 | 263 | 90 | 35 | 65 | 14 | 10 | 1 | 1 | 4 | 0 | 2 | 3 |
| | 5.62% | 5.25% | 6.47% | 3.59% | 4.22% | 5.54% | 5.87% | 4.62% | 8.35% | 5.56% | 6.67% | 2.63% | 5.00% | 3.74% | 0% | 4.65% | 7.89% |
| GS/GG-13 | 1,001 | 705 | 296 | 53 | 22 | 528 | 145 | 85 | 105 | 17 | 11 | 5 | 3 | 13 | 3 | 4 | 7 |
| | 11.02% | 11.08% | 10.88% | 12.68% | 13.25% | 11.13% | 9.45% | 11.21% | 13.50% | 6.75% | 7.33% | 13.16% | 15.00% | 12.15% | 8.57% | 9.30% | 18.42% |
| | | | | | | | | | | | | | | | | | |
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| | | | | | | | | | | | | | | | | | |

Internal Competitive Promotions

| | | | | | | | | | | | | | | | | | | |
|--------------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Vacancy Filled | 0 | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | | |
| Internal Applications | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Qualified Internal Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 87 | 51 | 36 | 4 | 2 | 38 | 23 | 6 | 6 | 1 | 2 | 2 | 0 | 0 | 0 | 0 | 3 | |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | |

New Hires

| | | | | | | | | | | | | | | | | | | |
|--|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Vacancy Announcements | | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Qualified External Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 140 | 96 | 44 | 8 | 2 | 71 | 15 | 9 | 25 | 6 | 2 | 0 | 0 | 0 | 0 | 2 | 0 | |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | |

Career Development Program

| | | | | | | | | | | | | | | | | | | |
|--|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Slots | | | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Applicants for Career Development Program | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Selections for Career Development Program | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| | | | | | | | | | | | | | | | | | |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Supervisors (Grades 12 and Below) | 2,094 | 1,444 | 650 | 111 | 44 | 1,059 | 343 | 186 | 201 | 39 | 39 | 10 | 6 | 32 | 10 | 7 | 7 |
| | 23.06% | 22.70% | 23.89% | 26.56% | 26.51% | 22.32% | 22.36% | 24.54% | 25.84% | 15.48% | 26.00% | 26.32% | 30.00% | 29.91% | 28.57% | 16.28% | 18.42% |
| GS/GG-12 | 1,061 | 778 | 283 | 60 | 20 | 584 | 153 | 89 | 84 | 21 | 17 | 4 | 100% | 17 | 5 | 3 | 3 |
| | 11.68% | 12.23% | 10.40% | 14.35% | 12.05% | 12.31% | 9.97% | 11.74% | 10.80% | 8.33% | 11.33% | 10.53% | 5.00% | 15.89% | 14.29% | 6.98% | 7.89% |
| GS/GG-11 | 610 | 437 | 173 | 37 | 11 | 321 | 93 | 53 | 48 | 7 | 12 | 5 | 4 | 10 | 2 | 4 | 3 |
| | 6.72% | 6.87% | 6.36% | 8.85% | 6.63% | 6.77% | 6.06% | 6.99% | 6.17% | 2.78% | 8.00% | 13.16% | 20.00% | 9.35% | 5.71% | 9.30% | 7.89% |
| GS/GG-10 | 9 | 100% | 8 | 0% | 0% | 100% | 100% | 0% | 6 | 0% | 100% | 0% | 0% | 0% | 100% | 0% | 0% |
| | 0.10% | 0.02% | 0.29% | 0% | 0% | 0.02% | 0.07% | 0% | 0.77% | 0% | 0% | 0% | 0% | 0% | 2.86% | 0% | 0% |
| GS/GG-09 | 344 | 189 | 155 | 12 | 10 | 122 | 84 | 39 | 50 | 10 | 9 | 100% | 0% | 5 | 100% | 0% | 100% |
| | 3.79% | 2.97% | 5.70% | 2.87% | 6.02% | 2.57% | 5.48% | 5.15% | 6.43% | 3.97% | 6.00% | 2.63% | 0% | 4.67% | 2.86% | 0% | 2.63% |
| GS/GG-08 | 11 | 7 | 4 | 0% | 0% | 7 | 3 | 0% | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 0.12% | 0.11% | 0.15% | 0% | 0% | 0.15% | 0.20% | 0% | 0.13% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS/GG-07 | 50 | 29 | 21 | 2 | 2 | 22 | 8 | 4 | 9 | 100% | 100% | 0% | 100% | 0% | 0% | 0% | 0% |
| | 0.55% | 0.46% | 0.77% | 0.48% | 1.20% | 0.46% | 0.52% | 0.53% | 1.16% | 0.40% | 0.67% | 0% | 5.00% | 0% | 0% | 0% | 0% |

Table B8-2: MANAGEMENT POSITIONS - Distribution by Disability (Inclusion Rate)

| Type of Appointment | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|--|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|---|---|--------------------------|--------------------------------------|------------------------------------|--|------------------------------|---------------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty Hearing [19] | Blind or Serious Difficulty Seeing [20] | Missing Extremities [31] | Significant Mobility Impairment [40] | Partial or Complete Paralysis [60] | Epilepsy or Other Seizure Disorders [82] | Intellectual Disability [90] | Significant Psychiatric Disorder [91] | Dwarfism [92] | Significant Disfigurement [93] |
| Total Management | 3,771 | 2,197 | 206 | 1,368 | 139 | 0 | 13 | 67 | 8 | 1 | 6 | 11 | 6 | 2 | 23 | 2 | 0 |
| | 41.53% | 38.11% | 49.76% | 47.14% | 43.17% | 0% | 48.15% | 48.20% | 36.36% | 25.00% | 30.00% | 40.74% | 60.00% | 66.67% | 37.70% | 66.67% | 0% |
| 501 Goal | | | | 12.00% | 2.00% | | | | | | | | | | | | |
| SES or Equivalent | 166 | 105 | 10 | 51 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.83% | 1.82% | 2.42% | 1.76% | 0.62% | 0% | 0% | 1.44% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| SES/TSES | 12 | 9 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.13% | 0.16% | 0% | 0.10% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Senior Level (ST, SL, EX) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS/GG-15 | 154 | 96 | 10 | 48 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 1.70% | 1.67% | 2.42% | 1.65% | 0.62% | 0% | 0% | 1.44% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Competitive Promotions | | | | | | | | | | | | | | | | | |
| Vacancy Filled | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Qualified Internal Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 18 | 11 | 1 | 6 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| New Hires | | | | | | | | | | | | | | | | | |
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Qualified External Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 9 | 6 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Career Development Program | | | | | | | | | | | | | | | | | |
| Slots | 0 | | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | | |
|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Eligible for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Applicants for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Selections for Career Development Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| | | | | | | | | | | | | | | | | | |
|--------------------|--------|--------|--------|--------|--------|----|--------|--------|--------|----|--------|--------|--------|--------|-------|--------|----|
| Managers (GS13-14) | 1,511 | 898 | 92 | 521 | 51 | 0 | 3 | 26 | 3 | 0 | 4 | 5 | 2 | 1 | 6 | 1 | 0 |
| | 16.64% | 15.58% | 22.22% | 17.95% | 15.84% | 0% | 11.11% | 18.71% | 13.64% | 0% | 20.00% | 18.52% | 20.00% | 33.33% | 9.84% | 33.33% | 0% |
| GS/GG-14 | 510 | 310 | 37 | 163 | 18 | 0 | 0 | 11 | 2 | 0 | 1 | 1 | 0 | 0 | 2 | 1 | 0 |
| | 5.62% | 5.38% | 8.94% | 5.62% | 5.59% | 0% | 0% | 7.91% | 9.09% | 0% | 5.00% | 3.70% | 0% | 0% | 3.28% | 33.33% | 0% |
| GS/GG-13 | 1,001 | 588 | 55 | 358 | 33 | 0 | 3 | 15 | 1 | 0 | 3 | 4 | 2 | 1 | 4 | 0 | 0 |
| | 11.02% | 10.20% | 13.29% | 12.34% | 10.25% | 0% | 11.11% | 10.79% | 4.55% | 0% | 15.00% | 14.81% | 20.00% | 33.33% | 6.56% | 0% | 0% |
| | | | | | | | | | | | | | | | | | |
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Internal Competitive Promotions

| | | | | | | | | | | | | | | | | | |
|-------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Vacancy Filled | | | | | | | | | | | | | | | | | |
| Relevant Applicant Pool | | | | | | | | | | | | | | | | | |
| Internal Applications | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Qualified Internal Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Internal Selections | 10 | 6 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

New Hires

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Vacancy Announcements | | | | | | | | | | | | | | | | | |
| Voluntarily Identified Applicants | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Qualified External Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Referred Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Interviewed Applicants | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| External Selections | 140 | 77 | 18 | 45 | 2 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

Career Development Program

| | | | | | | | | | | | | | | | | | |
|---|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Slots | | | | | | | | | | | | | | | | | |
| Eligible for Career Development Program | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Applicants for Career Development Program | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Selections for Career Development Program | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

| | | | | | | | | | | | | | | | | | |
|-----------------------------------|--------|--------|--------|--------|--------|----|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----|
| Supervisors (Grades 12 and Below) | 2,094 | 1,194 | 104 | 796 | 86 | 0 | 10 | 39 | 5 | 1 | 2 | 6 | 4 | 1 | 17 | 1 | 0 |
| | 23.06% | 20.71% | 25.12% | 27.43% | 26.71% | 0% | 37.04% | 28.06% | 22.73% | 25.00% | 10.00% | 22.22% | 40.00% | 33.33% | 27.87% | 33.33% | 0% |
| GS/GG-12 | 1,061 | 603 | 62 | 396 | 36 | 0 | 4 | 20 | 2 | 0 | 0 | 4 | 1 | 0 | 4 | 1 | 0 |
| | 11.68% | 10.46% | 14.98% | 13.65% | 11.18% | 0% | 14.81% | 14.39% | 9.09% | 0% | 0% | 14.81% | 10.00% | 0% | 6.56% | 33.33% | 0% |
| GS/GG-11 | 610 | 359 | 26 | 225 | 28 | 0 | 2 | 11 | 2 | 0 | 1 | 1 | 3 | 0 | 8 | 0 | 0 |
| | 6.72% | 6.23% | 6.28% | 7.75% | 8.70% | 0% | 7.41% | 7.91% | 9.09% | 0% | 5.00% | 3.70% | 30.00% | 0% | 13.11% | 0% | 0% |
| GS/GG-10 | 9 | 7 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.10% | 0.12% | 0% | 0.07% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| GS/GG-09 | 344 | 188 | 14 | 142 | 17 | 0 | 4 | 6 | 1 | 1 | 1 | 1 | 0 | 1 | 2 | 0 | 0 |
| | 3.79% | 3.26% | 3.38% | 4.89% | 5.28% | 0% | 14.81% | 4.32% | 4.55% | 25.00% | 5.00% | 3.70% | 0% | 33.33% | 3.28% | 0% | 0% |
| GS/GG-08 | 11 | 4 | 1 | 6 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 0.12% | 0.07% | 0.24% | 0.21% | 0.62% | 0% | 0% | 0.72% | 0% | 0% | 0% | 0% | 0% | 0% | 1.64% | 0% | 0% |
| GS/GG-07 | 50 | 28 | 1 | 21 | 3 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 |
| | 0.55% | 0.49% | 0.24% | 0.72% | 0.93% | 0% | 0% | 0.72% | 0% | 0% | 0% | 0% | 0% | 0% | 3.28% | 0% | 0% |

Table A9-1: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex (Participation Rate)

| Type of Award | Total Workforce Permanent | | RACE/ETHNICITY | | | | | | | | | | | | | | |
|---|---------------------------|-------------|--------------------|-----------|------------------------|-------------|---------------------------|-----------|-----------|-----------|---|----------|----------------------------------|-----------|-------------------|----------|----------|
| | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | | |
| | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | | |
| | | | All | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| Time-Off Awards - 1-10 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 920 | 608 | 312 | 35 | 15 | 422 | 160 | 97 | 118 | 28 | 6 | 3 | 1 | 17 | 8 | 6 | 4 |
| | 100% | 66.09% | 33.91% | 3.80% | 1.63% | 45.87% | 17.39% | 10.54% | 12.83% | 3.04% | 0.65% | 0.33% | 0.11% | 1.85% | 0.87% | 0.65% | 0.43% |
| Total Hours | 8,470 | 5,637 | 2,833 | 334 | 124 | 3,877 | 1,471 | 901 | 1,076 | 273 | 48 | 26 | 10 | 168 | 72 | 58 | 32 |
| Average Hours | 9 | 9 | 9 | 10 | 8 | 9 | 9 | 9 | 9 | 10 | 8 | 9 | 10 | 10 | 9 | 10 | 8 |
| Time-Off Awards - 11-20 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 210 | 114 | 96 | 7 | 11 | 88 | 60 | 13 | 16 | 0 | 7 | 0 | 1 | 6 | 1 | 0 | 0 |
| | 100% | 54.29% | 45.71% | 3.33% | 5.24% | 41.90% | 28.57% | 6.19% | 7.62% | 0% | 3.33% | 0% | 0.48% | 2.86% | 0.48% | 0% | 0% |
| Total Hours | 3,665 | 1,955 | 1,710 | 121 | 204 | 1,501 | 1,064 | 234 | 285 | 0 | 120 | 0 | 18 | 99 | 19 | 0 | 0 |
| Average Hours | 17 | 17 | 18 | 17 | 19 | 17 | 18 | 18 | 18 | 0 | 17 | 0 | 18 | 17 | 19 | 0 | 0 |
| Time-Off Awards - 21-30 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 31 | 17 | 14 | 2 | 1 | 14 | 10 | 0 | 1 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 54.84% | 45.16% | 6.45% | 3.23% | 45.16% | 32.26% | 0% | 3.23% | 0% | 6.45% | 3.23% | 0% | 0% | 0% | 0% | 0% |
| Total Hours | 765 | 414 | 351 | 48 | 24 | 342 | 246 | 0 | 30 | 0 | 51 | 24 | 0 | 0 | 0 | 0 | 0 |
| Average Hours | 25 | 24 | 25 | 24 | 24 | 24 | 25 | 0 | 30 | 0 | 26 | 24 | 0 | 0 | 0 | 0 | 0 |
| Time-Off Awards - 31-40 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 1,648 | 1,129 | 519 | 75 | 35 | 904 | 360 | 80 | 85 | 34 | 22 | 7 | 5 | 25 | 7 | 4 | 5 |
| | 100% | 68.51% | 31.49% | 4.55% | 2.12% | 54.85% | 21.84% | 4.85% | 5.16% | 2.06% | 1.33% | 0.42% | 0.30% | 1.52% | 0.42% | 0.24% | 0.30% |
| Total Hours | 65,892 | 45,148 | 20,744 | 2,996 | 1,400 | 36,160 | 14,384 | 3,192 | 3,400 | 1,360 | 880 | 280 | 200 | 1,000 | 280 | 160 | 200 |
| Average Hours | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Time-Off Awards - 41 or More Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Hours | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Hours | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cash Awards - \$500 and Under | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 2,242 | 1,594 | 648 | 113 | 37 | 1,210 | 416 | 171 | 126 | 62 | 43 | 6 | 9 | 24 | 8 | 8 | 9 |
| | 100% | 71.10% | 28.90% | 5.04% | 1.65% | 53.97% | 18.55% | 7.63% | 5.62% | 2.77% | 1.92% | 0.27% | 0.40% | 1.07% | 0.36% | 0.36% | 0.40% |
| Total Amount | \$925,211 | \$655,108 | \$270,103 | \$42,966 | \$14,550 | \$501,659 | \$176,770 | \$67,862 | \$49,690 | \$25,600 | \$17,943 | \$3,000 | \$4,100 | \$10,471 | \$3,250 | \$3,550 | \$3,800 |
| Average Amount | \$413 | \$411 | \$417 | \$380 | \$393 | \$415 | \$425 | \$397 | \$394 | \$413 | \$417 | \$500 | \$456 | \$436 | \$406 | \$444 | \$422 |
| Cash Awards - \$501 - \$999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 239 | 140 | 99 | 8 | 6 | 107 | 58 | 18 | 25 | 4 | 6 | 0 | 2 | 3 | 1 | 0 | 1 |
| | 100% | 58.58% | 41.42% | 3.35% | 2.51% | 44.77% | 24.27% | 7.53% | 10.46% | 1.67% | 2.51% | 0% | 0.84% | 1.26% | 0.42% | 0% | 0.42% |
| Total Amount | \$173,874 | \$102,892 | \$70,982 | \$6,137 | \$4,204 | \$78,201 | \$42,119 | \$13,610 | \$17,815 | \$2,694 | \$4,124 | \$0 | \$1,315 | \$2,250 | \$550 | \$0 | \$855 |
| Average Amount | \$728 | \$735 | \$717 | \$767 | \$701 | \$731 | \$726 | \$756 | \$713 | \$673 | \$687 | \$0 | \$657 | \$750 | \$550 | \$0 | \$855 |
| Cash Awards - \$1,000 - \$1,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 619 | 359 | 260 | 26 | 20 | 261 | 152 | 48 | 67 | 13 | 11 | 3 | 1 | 5 | 4 | 3 | 5 |
| | 100% | 58.00% | 42.00% | 4.20% | 3.23% | 42.16% | 24.56% | 7.75% | 10.82% | 2.10% | 1.78% | 0.48% | 0.16% | 0.81% | 0.65% | 0.48% | 0.81% |
| Total Amount | \$831,370 | \$471,229 | \$360,141 | \$38,240 | \$29,169 | \$338,194 | \$208,099 | \$63,817 | \$93,191 | \$16,851 | \$15,385 | \$4,691 | \$1,885 | \$5,550 | \$6,525 | \$3,885 | \$5,885 |
| Average Amount | \$1,343 | \$1,313 | \$1,385 | \$1,471 | \$1,458 | \$1,296 | \$1,369 | \$1,330 | \$1,391 | \$1,296 | \$1,399 | \$1,564 | \$1,885 | \$1,110 | \$1,631 | \$1,295 | \$1,177 |
| Cash Awards - \$2,000 - \$2,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 1,148 | 697 | 451 | 50 | 20 | 477 | 247 | 123 | 138 | 30 | 28 | 3 | 2 | 9 | 9 | 5 | 7 |
| | 100% | 60.71% | 39.29% | 4.36% | 1.74% | 41.55% | 21.52% | 10.71% | 12.02% | 2.61% | 2.44% | 0.26% | 0.17% | 0.78% | 0.78% | 0.44% | 0.61% |
| Total Amount | \$2,789,624 | \$1,742,578 | \$1,047,046 | \$123,986 | \$46,806 | \$1,193,309 | \$576,457 | \$308,927 | \$319,272 | \$74,992 | \$63,297 | \$8,319 | \$4,530 | \$21,697 | \$20,744 | \$11,347 | \$15,941 |
| Average Amount | \$2,430 | \$2,500 | \$2,322 | \$2,480 | \$2,340 | \$2,502 | \$2,334 | \$2,512 | \$2,314 | \$2,500 | \$2,261 | \$2,773 | \$2,265 | \$2,411 | \$2,305 | \$2,269 | \$2,277 |
| Cash Awards - \$3,000 - \$3,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 2,222 | 1,768 | 454 | 123 | 33 | 1,337 | 269 | 192 | 116 | 59 | 25 | 14 | 3 | 31 | 3 | 12 | 5 |
| | 100% | 79.57% | 20.43% | 5.54% | 1.49% | 60.17% | 12.11% | 8.64% | 5.22% | 2.66% | 1.13% | 0.63% | 0.14% | 1.40% | 0.14% | 0.54% | 0.23% |
| Total Amount | \$7,602,049 | \$6,021,765 | \$1,580,284 | \$421,797 | \$115,874 | \$4,538,031 | \$936,341 | \$661,667 | \$404,341 | \$204,305 | \$86,540 | \$47,665 | \$9,918 | \$107,246 | \$9,918 | \$41,053 | \$17,351 |
| Average Amount | \$3,421 | \$3,406 | \$3,481 | \$3,429 | \$3,511 | \$3,394 | \$3,481 | \$3,446 | \$3,486 | \$3,463 | \$3,462 | \$3,405 | \$3,306 | \$3,460 | \$3,306 | \$3,421 | \$3,470 |
| Cash Awards - \$4,000 - \$4,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 1,157 | 855 | 302 | 52 | 14 | 654 | 157 | 90 | 102 | 35 | 19 | 5 | 1 | 14 | 3 | 5 | 6 |

| | | | | | | | | | | | | | | | | | |
|---------------------------------------|-------------|-------------|-------------|-----------|----------|-------------|-----------|-----------|-----------|-----------|-----------|----------|---------|----------|----------|----------|----------|
| Total Cash Awards Given | 100% | 73.90% | 26.10% | 4.49% | 1.21% | 56.53% | 13.57% | 7.78% | 8.82% | 3.03% | 1.64% | 0.43% | 0.09% | 1.21% | 0.26% | 0.43% | 0.52% |
| Total Amount | \$5,090,308 | \$3,756,298 | \$1,334,010 | \$228,418 | \$61,873 | \$2,873,161 | \$694,004 | \$394,291 | \$449,969 | \$154,682 | \$83,970 | \$22,074 | \$4,419 | \$61,574 | \$13,258 | \$22,097 | \$26,517 |
| Average Amount | \$4,400 | \$4,393 | \$4,417 | \$4,393 | \$4,419 | \$4,393 | \$4,420 | \$4,381 | \$4,411 | \$4,419 | \$4,419 | \$4,415 | \$4,419 | \$4,398 | \$4,419 | \$4,419 | \$4,419 |
| Cash Awards - \$5,000 or More | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 845 | 592 | 253 | 25 | 11 | 468 | 142 | 57 | 71 | 30 | 24 | 0 | 1 | 9 | 2 | 3 | 2 |
| | 100% | 70.06% | 29.94% | 2.96% | 1.30% | 55.38% | 16.80% | 6.75% | 8.40% | 3.55% | 2.84% | 0% | 0.12% | 1.07% | 0.24% | 0.36% | 0.24% |
| Total Amount | \$4,580,527 | \$3,208,810 | \$1,371,718 | \$134,450 | \$60,558 | \$2,538,722 | \$775,138 | \$309,295 | \$381,460 | \$162,118 | \$127,673 | \$0 | \$5,223 | \$48,558 | \$11,223 | \$15,668 | \$10,445 |
| Average Amount | \$5,421 | \$5,420 | \$5,422 | \$5,378 | \$5,505 | \$5,425 | \$5,459 | \$5,426 | \$5,373 | \$5,404 | \$5,320 | \$0 | \$5,223 | \$5,395 | \$5,611 | \$5,223 | \$5,223 |
| Quality Step Increases (QSI) | | | | | | | | | | | | | | | | | |
| Total QSI's Awarded | 254 | 159 | 95 | 6 | 5 | 127 | 65 | 15 | 13 | 8 | 8 | 0 | 0 | 2 | 2 | 1 | 2 |
| | 100% | 62.60% | 37.40% | 2.36% | 1.97% | 50.00% | 25.59% | 5.91% | 5.12% | 3.15% | 3.15% | 0% | 0% | 0.79% | 0.79% | 0.39% | 0.79% |
| Total Benefit | \$618,907 | \$398,039 | \$220,868 | \$15,444 | \$11,743 | \$312,831 | \$151,602 | \$38,879 | \$31,403 | \$22,702 | \$18,206 | \$0 | \$0 | \$4,984 | \$3,432 | \$3,199 | \$4,482 |
| Average Benefit | \$2,437 | \$2,503 | \$2,325 | \$2,574 | \$2,349 | \$2,463 | \$2,332 | \$2,592 | \$2,416 | \$2,838 | \$2,276 | \$0 | \$0 | \$2,492 | \$1,716 | \$3,199 | \$2,241 |
| Performance Based Pay Increase | 17 | 9 | 8 | 0 | 1 | 7 | 5 | 1 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 100% | 52.94% | 47.06% | 0% | 5.88% | 41.18% | 29.41% | 5.88% | 5.88% | 0% | 5.88% | 0% | 0% | 5.88% | 0% | 0% | 0% |
| Total Benefit | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Average Benefit | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Permenant Workforce | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |
| | 100% | 70.04% | 29.96% | 4.60% | 1.83% | 52.24% | 16.89% | 8.35% | 8.57% | 2.78% | 1.65% | 0.42% | 0.22% | 1.18% | 0.39% | 0.47% | 0.42% |

Note: Dollar amounts of QSIs are not available in the DHS AXIS data system.

QSI amount is estimated using the within-grade increase amounts in the Conversion Mechanism for a one-step increase.

Table B9-1: Employee Recognition and Awards - Distribution by Disability (Participation Rate)

| Type of Award | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|---|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|---------------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|--------------------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty | Blind or Serious Difficulty | Missing Extremities [31] | Significant Mobility Impairment | Partial or Complete Paralysis | Epilepsy or Other Seizure | Intellectual Disability [90] | Significant Psychiatric Disorder | Dwarfism [92] | Significant Disfigurement [93] |
| | | No Disability [05] | Unidentified [01] | | | Targeted – Developmental [02] | Targeted – Brain [03] | Targeted – Hearing [19] | Targeted – Blind [20] | Targeted – Extremities [31] | Targeted – Mobility [40] | Targeted – Paralysis [60] | Targeted – Epilepsy [82] | Targeted – Intellectual [90] | Targeted – Psychiatric [91] | Targeted – Dwarfism [92] | Targeted – Disfigurement [93] |
| Time-Off Awards - 1-10 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 920 | 603 | 43 | 274 | 31 | 1 | 8 | 9 | 2 | 1 | 0 | 5 | 0 | 0 | 3 | 1 | 1 |
| | 100% | 65.54% | 4.67% | 29.78% | 3.37% | 0.11% | 0.87% | 0.98% | 0.22% | 0.11% | 0% | 0.54% | 0% | 0% | 0.33% | 0.11% | 0.11% |
| Total Hours | 8,470 | 5,489 | 408 | 2,573 | 292 | 10 | 74 | 83 | 19 | 10 | 0 | 49 | 0 | 0 | 29 | 9 | 9 |
| Average Hours | 9 | 9 | 9 | 9 | 9 | 10 | 9 | 9 | 10 | 10 | 0 | 10 | 0 | 0 | 10 | 9 | 9 |
| Time-Off Awards - 11-20 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 210 | 141 | 8 | 61 | 8 | 0 | 0 | 5 | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 0 | 0 |
| | 100% | 67.14% | 3.81% | 29.05% | 3.81% | 0% | 0% | 2.38% | 0% | 0% | 0.48% | 0% | 0% | 0% | 0.95% | 0% | 0% |
| Total Hours | 3,665 | 2,450 | 147 | 1,068 | 137 | 0 | 0 | 89 | 0 | 0 | 16 | 0 | 0 | 0 | 32 | 0 | 0 |
| Average Hours | 17 | 17 | 18 | 18 | 17 | 0 | 0 | 18 | 0 | 0 | 16 | 0 | 0 | 0 | 16 | 0 | 0 |
| Time-Off Awards - 21-30 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 31 | 18 | 2 | 11 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 100% | 58.06% | 6.45% | 35.48% | 3.23% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 3.23% | 0% | 0% |
| Total Hours | 765 | 441 | 48 | 276 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 0 | 0 |
| Average Hours | 25 | 25 | 24 | 25 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 0 | 0 |
| Time-Off Awards - 31-40 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 1,648 | 931 | 86 | 631 | 72 | 1 | 5 | 30 | 2 | 0 | 3 | 9 | 1 | 1 | 18 | 1 | 1 |
| | 100% | 56.49% | 5.22% | 38.29% | 4.37% | 0.06% | 0.30% | 1.82% | 0.12% | 0% | 0.18% | 0.55% | 0.06% | 0.06% | 1.09% | 0.06% | 0.06% |
| Total Hours | 65,892 | 37,220 | 3,432 | 25,240 | 2,880 | 40 | 200 | 1,200 | 80 | 0 | 120 | 360 | 40 | 40 | 720 | 40 | 40 |
| Average Hours | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 0 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Time-Off Awards - 41 or More Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Hours | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Hours | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cash Awards - \$500 and Under | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 2,242 | 1,469 | 89 | 684 | 80 | 2 | 6 | 32 | 3 | 1 | 6 | 7 | 2 | 0 | 20 | 0 | 1 |
| | 100% | 65.52% | 3.97% | 30.51% | 3.57% | 0.09% | 0.27% | 1.43% | 0.13% | 0.04% | 0.27% | 0.31% | 0.09% | 0% | 0.89% | 0% | 0.04% |
| Total Amount | 925,211 | 600,055 | 37,871 | 287,285 | 33,071 | 750 | 2,850 | 13,100 | 1,000 | 350 | 2,500 | 3,150 | 1,000 | 0 | 8,071 | 0 | 300 |
| Average Amount | \$413 | \$408 | \$426 | \$420 | \$413 | \$375 | \$475 | \$409 | \$333 | \$350 | \$417 | \$450 | \$500 | \$0 | \$404 | \$0 | \$300 |
| Cash Awards - \$501 - \$999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 1,594 | 1,020 | 66 | 508 | 52 | 1 | 5 | 20 | 1 | 0 | 4 | 5 | 2 | 0 | 13 | 0 | 1 |
| | 100% | 63.99% | 4.14% | 31.87% | 3.26% | 0.06% | 0.31% | 1.25% | 0.06% | 0% | 0.25% | 0.31% | 0.13% | 0% | 0.82% | 0% | 0.06% |
| Total Amount | 851,374 | 547,228 | 34,294 | 269,851 | 26,550 | 500 | 2,500 | 10,050 | 500 | 0 | 2,000 | 2,500 | 1,000 | 0 | 6,750 | 0 | 750 |
| Average Amount | \$534 | \$536 | \$520 | \$531 | \$511 | \$500 | \$500 | \$503 | \$500 | \$0 | \$500 | \$500 | \$500 | \$0 | \$519 | \$0 | \$750 |
| Cash Awards - \$1,000 - \$1,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 619 | 409 | 30 | 180 | 26 | 0 | 0 | 12 | 1 | 0 | 3 | 3 | 2 | 0 | 5 | 0 | 0 |
| | 100% | 66.07% | 4.85% | 29.08% | 4.20% | 0% | 0% | 1.94% | 0.16% | 0% | 0.48% | 0.48% | 0.32% | 0% | 0.81% | 0% | 0% |
| Total Amount | 831,370 | 540,080 | 40,154 | 251,136 | 36,576 | 0 | 0 | 16,235 | 1,691 | 0 | 3,885 | 5,656 | 2,250 | 0 | 6,858 | 0 | 0 |
| Average Amount | \$1,343 | \$1,320 | \$1,338 | \$1,395 | \$1,407 | \$0 | \$0 | \$1,353 | \$1,691 | \$0 | \$1,295 | \$1,885 | \$1,125 | \$0 | \$1,372 | \$0 | \$0 |
| Cash Awards - \$2,000 - \$2,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 1,148 | 772 | 44 | 332 | 38 | 0 | 1 | 18 | 4 | 0 | 3 | 0 | 2 | 1 | 7 | 0 | 2 |
| | 100% | 67.25% | 3.83% | 28.92% | 3.31% | 0% | 0.09% | 1.57% | 0.35% | 0% | 0.26% | 0% | 0.17% | 0.09% | 0.61% | 0% | 0.17% |
| Total Amount | 2,789,624 | 1,884,972 | 106,917 | 797,736 | 89,523 | 0 | 2,563 | 42,516 | 8,963 | 0 | 6,286 | 0 | 4,416 | 2,563 | 16,723 | 0 | 5,493 |
| Average Amount | \$2,430 | \$2,442 | \$2,430 | \$2,403 | \$2,356 | \$0 | \$2,563 | \$2,362 | \$2,241 | \$0 | \$2,095 | \$0 | \$2,208 | \$2,563 | \$2,389 | \$0 | \$2,747 |
| Cash Awards - \$3,000 - \$3,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 2,222 | 1,490 | 90 | 642 | 67 | 0 | 7 | 31 | 5 | 1 | 2 | 5 | 5 | 1 | 9 | 0 | 1 |
| | 100% | 67.06% | 4.05% | 28.89% | 3.02% | 0% | 0.32% | 1.40% | 0.23% | 0.05% | 0.09% | 0.23% | 0.23% | 0.05% | 0.41% | 0% | 0.05% |
| Total Amount | 7,602,049 | 5,081,006 | 309,580 | 2,211,463 | 229,815 | 0 | 23,494 | 106,014 | 18,247 | 3,717 | 6,817 | 17,351 | 16,861 | 3,717 | 30,370 | 0 | 3,226 |

| | | | | | | | | | | | | | | | | | |
|--|-----------|-----------|---------|-----------|---------|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Average Amount | \$3,421 | \$3,410 | \$3,440 | \$3,445 | \$3,430 | \$0 | \$3,356 | \$3,420 | \$3,649 | \$3,717 | \$3,409 | \$3,470 | \$3,372 | \$3,717 | \$3,374 | \$0 | \$3,226 |
| Cash Awards - \$4,000 - \$4,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 1,157 | 781 | 39 | 337 | 37 | 0 | 2 | 20 | 3 | 0 | 4 | 3 | 1 | 0 | 3 | 1 | 0 |
| | 100% | 67.50% | 3.37% | 29.13% | 3.20% | 0% | 0.17% | 1.73% | 0.26% | 0% | 0.35% | 0.26% | 0.09% | 0% | 0.26% | 0.09% | 0% |
| Total Amount | 5,090,308 | 3,434,631 | 172,505 | 1,483,172 | 162,800 | 0 | 8,839 | 87,692 | 13,258 | 0 | 17,678 | 13,258 | 4,419 | 0 | 13,258 | 4,396 | 0 |
| Average Amount | \$4,400 | \$4,398 | \$4,423 | \$4,401 | \$4,400 | \$0 | \$4,419 | \$4,385 | \$4,419 | \$0 | \$4,419 | \$4,419 | \$4,419 | \$0 | \$4,419 | \$4,396 | \$0 |
| Cash Awards - \$5,000 or More | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 845 | 560 | 46 | 239 | 27 | 0 | 1 | 16 | 3 | 0 | 2 | 0 | 0 | 0 | 4 | 1 | 0 |
| | 100% | 66.27% | 5.44% | 28.28% | 3.20% | 0% | 0.12% | 1.89% | 0.36% | 0% | 0.24% | 0% | 0% | 0% | 0.47% | 0.12% | 0% |
| Total Amount | 4,580,527 | 3,041,912 | 249,565 | 1,289,050 | 143,673 | 0 | 6,000 | 85,670 | 15,445 | 0 | 10,445 | 0 | 0 | 0 | 20,890 | 5,223 | 0 |
| Average Amount | \$5,421 | \$5,432 | \$5,425 | \$5,394 | \$5,321 | \$0 | \$6,000 | \$5,354 | \$5,148 | \$0 | \$5,223 | \$0 | \$0 | \$0 | \$5,223 | \$5,223 | \$0 |
| Quality Step Increases (QSI) | | | | | | | | | | | | | | | | | |
| Total QSI's Awarded | 254 | 171 | 8 | 75 | 10 | 0 | 0 | 3 | 1 | 0 | 0 | 1 | 1 | 0 | 4 | 0 | 0 |
| | 100% | 67.32% | 3.15% | 29.53% | 3.94% | 0% | 0% | 1.18% | 0.39% | 0% | 0% | 0.39% | 0.39% | 0% | 1.57% | 0% | 0% |
| Total Benefit | 618,907 | 420,561 | 19,721 | 178,625 | 24,819 | 0 | 0 | 6,883 | 3,199 | 0 | 0 | 2,277 | 2,707 | 0 | 9,753 | 0 | 0 |
| Average Benefit | \$2,437 | \$2,459 | \$2,465 | \$2,382 | \$2,482 | \$0 | \$0 | \$2,294 | \$3,199 | \$0 | \$0 | \$2,277 | \$2,707 | \$0 | \$2,438 | \$0 | \$0 |
| Performance Based Pay Increase | 17 | 12 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 100% | 70.59% | 5.88% | 23.53% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Benefit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Benefit | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Permenant Workforce | 9,081 | 5,765 | 414 | 2,902 | 322 | 2 | 27 | 139 | 22 | 4 | 20 | 27 | 10 | 3 | 61 | 3 | 4 |
| | 100% | 63.48% | 4.56% | 31.96% | 3.55% | 0.02% | 0.30% | 1.53% | 0.24% | 0.04% | 0.22% | 0.30% | 0.11% | 0.03% | 0.67% | 0.03% | 0.04% |

Note: Dollar amounts of QSIs are not available in the DHS AXIS data system.

QSI amount is estimated using the within-grade increase amounts in the Conversion Mechanism for a one-step increase.

Table A9-1: Employee Recognition and Awards - Distribution by Race/Ethnicity and Sex (Inclusion Rate)

| Type of Award | Total Workforce Permanent | | | RACE/ETHNICITY | | | | | | | | | | | | | |
|---|---------------------------|-----------|-----------|--------------------|---------|------------------------|---------|---------------------------|---------|---------|---------|---|---------|----------------------------------|---------|-------------------|---------|
| | | | | Hispanic or Latino | | Non-Hispanic or Latino | | | | | | | | | | | |
| | | | | | | White | | Black or African American | | Asian | | Native Hawaiian or Other Pacific Islander | | American Indian or Alaska Native | | Two or More Races | |
| | | | | | | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| Time-Off Awards - 1-10 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 920 | 608 | 312 | 35 | 15 | 422 | 160 | 97 | 118 | 28 | 6 | 3 | 1 | 17 | 8 | 6 | 4 |
| | 10.13% | 9.56% | 11.47% | 8.37% | 9.04% | 8.90% | 10.43% | 12.80% | 15.17% | 11.11% | 4.00% | 7.89% | 5.00% | 15.89% | 22.86% | 13.95% | 10.53% |
| Total Hours | 8,470 | 5,637 | 2,833 | 334 | 124 | 3,877 | 1,471 | 901 | 1,076 | 273 | 48 | 26 | 10 | 168 | 72 | 58 | 32 |
| Average Hours | 9 | 9 | 9 | 10 | 8 | 9 | 9 | 9 | 9 | 10 | 8 | 9 | 10 | 10 | 9 | 10 | 8 |
| Time-Off Awards - 11-20 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 210 | 114 | 96 | 7 | 11 | 88 | 60 | 13 | 16 | 0 | 7 | 0 | 1 | 6 | 1 | 0 | 0 |
| | 2.31% | 1.79% | 3.53% | 1.67% | 6.63% | 1.85% | 3.91% | 1.72% | 2.06% | 0% | 4.67% | 0% | 5.00% | 5.61% | 2.86% | 0% | 0% |
| Total Hours | 3,665 | 1,955 | 1,710 | 121 | 204 | 1,501 | 1,064 | 234 | 285 | 0 | 120 | 0 | 18 | 99 | 19 | 0 | 0 |
| Average Hours | 17 | 17 | 18 | 17 | 19 | 17 | 18 | 18 | 18 | 0 | 17 | 0 | 18 | 17 | 19 | 0 | 0 |
| Time-Off Awards - 21-30 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 31 | 17 | 14 | 2 | 1 | 14 | 10 | 0 | 1 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 |
| | 0.34% | 0.27% | 0.51% | 0.48% | 0.60% | 0.30% | 0.65% | 0% | 0.13% | 0% | 1.33% | 2.63% | 0% | 0% | 0% | 0% | 0% |
| Total Hours | 765 | 414 | 351 | 48 | 24 | 342 | 246 | 0 | 30 | 0 | 51 | 24 | 0 | 0 | 0 | 0 | 0 |
| Average Hours | 25 | 24 | 25 | 24 | 24 | 24 | 25 | 0 | 30 | 0 | 26 | 24 | 0 | 0 | 0 | 0 | 0 |
| Time-Off Awards - 31-40 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 1,648 | 1,129 | 519 | 75 | 35 | 904 | 360 | 80 | 85 | 34 | 22 | 7 | 5 | 25 | 7 | 4 | 5 |
| | 18.15% | 17.75% | 19.07% | 17.94% | 21.08% | 19.06% | 23.47% | 10.55% | 10.93% | 13.49% | 14.67% | 18.42% | 25.00% | 23.36% | 20.00% | 9.30% | 13.16% |
| Total Hours | 65,892 | 45,148 | 20,744 | 2,996 | 1,400 | 36,160 | 14,384 | 3,192 | 3,400 | 1,360 | 880 | 280 | 200 | 1,000 | 280 | 160 | 200 |
| Average Hours | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Time-Off Awards - 41 or More Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Hours | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Hours | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cash Awards - \$500 and Under | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 2,242 | 1,594 | 648 | 113 | 37 | 1,210 | 416 | 171 | 126 | 62 | 43 | 6 | 9 | 24 | 8 | 8 | 9 |
| | 24.69% | 25.06% | 23.81% | 27.03% | 22.29% | 25.51% | 27.12% | 22.56% | 16.20% | 24.60% | 28.67% | 15.79% | 45.00% | 22.43% | 22.86% | 18.60% | 23.68% |
| Total Amount | 925,211 | 655,108 | 270,103 | 42,966 | 14,550 | 501,659 | 176,770 | 67,862 | 49,690 | 25,600 | 17,943 | 3,000 | 4,100 | 10,471 | 3,250 | 3,550 | 3,800 |
| Average Amount | \$413 | \$411 | \$417 | \$380 | \$393 | \$415 | \$425 | \$397 | \$394 | \$413 | \$417 | \$500 | \$456 | \$436 | \$406 | \$444 | \$422 |
| Cash Awards - \$501 - \$999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 239 | 140 | 99 | 8 | 6 | 107 | 58 | 18 | 25 | 4 | 6 | 0 | 2 | 3 | 1 | 0 | 1 |
| | 2.63% | 2.20% | 3.64% | 1.91% | 3.61% | 2.26% | 3.78% | 2.37% | 3.21% | 1.59% | 4.00% | 0% | 10.00% | 2.80% | 2.86% | 0% | 2.63% |
| Total Amount | 173,874 | 102,892 | 70,982 | 6,137 | 4,204 | 78,201 | 42,119 | 13,610 | 17,815 | 2,694 | 4,124 | 0 | 1,315 | 2,250 | 550 | 0 | 855 |
| Average Amount | \$728 | \$735 | \$717 | \$767 | \$701 | \$731 | \$726 | \$756 | \$713 | \$673 | \$687 | \$0 | \$657 | \$750 | \$550 | \$0 | \$855 |
| Cash Awards - \$1,000 - \$1,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 619 | 359 | 260 | 26 | 20 | 261 | 152 | 48 | 67 | 13 | 11 | 3 | 1 | 5 | 4 | 3 | 5 |
| | 6.82% | 5.64% | 9.56% | 6.22% | 12.05% | 5.50% | 9.91% | 6.33% | 8.61% | 5.16% | 7.33% | 7.89% | 5.00% | 4.67% | 11.43% | 6.98% | 13.16% |
| Total Amount | 831,370 | 471,229 | 360,141 | 38,240 | 29,169 | 338,194 | 208,099 | 63,817 | 93,191 | 16,851 | 15,385 | 4,691 | 1,885 | 5,550 | 6,525 | 3,885 | 5,885 |
| Average Amount | \$1,343 | \$1,313 | \$1,385 | \$1,471 | \$1,458 | \$1,296 | \$1,369 | \$1,330 | \$1,391 | \$1,296 | \$1,399 | \$1,564 | \$1,885 | \$1,110 | \$1,631 | \$1,295 | \$1,177 |
| Cash Awards - \$2,000 - \$2,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 1,148 | 697 | 451 | 50 | 20 | 477 | 247 | 123 | 138 | 30 | 28 | 3 | 2 | 9 | 9 | 5 | 7 |
| | 12.64% | 10.96% | 16.57% | 11.96% | 12.05% | 10.05% | 16.10% | 16.23% | 17.74% | 11.90% | 18.67% | 7.89% | 10.00% | 8.41% | 25.71% | 11.63% | 18.42% |
| Total Amount | 2,789,624 | 1,742,578 | 1,047,046 | 123,986 | 46,806 | 1,193,309 | 576,457 | 308,927 | 319,272 | 74,992 | 63,297 | 8,319 | 4,530 | 21,697 | 20,744 | 11,347 | 15,941 |
| Average Amount | \$2,430 | \$2,500 | \$2,322 | \$2,480 | \$2,340 | \$2,502 | \$2,334 | \$2,512 | \$2,314 | \$2,500 | \$2,261 | \$2,773 | \$2,265 | \$2,411 | \$2,305 | \$2,269 | \$2,277 |
| Cash Awards - \$3,000 - \$3,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 2,222 | 1,768 | 454 | 123 | 33 | 1,337 | 269 | 192 | 116 | 59 | 25 | 14 | 3 | 31 | 3 | 12 | 5 |
| | 24.47% | 27.80% | 16.69% | 29.43% | 19.88% | 28.18% | 17.54% | 25.33% | 14.91% | 23.41% | 16.67% | 36.84% | 15.00% | 28.97% | 8.57% | 27.91% | 13.16% |
| Total Amount | 7,602,049 | 6,021,765 | 1,580,284 | 421,797 | 115,874 | 4,538,031 | 936,341 | 661,667 | 404,341 | 204,305 | 86,540 | 47,665 | 9,918 | 107,246 | 9,918 | 41,053 | 17,351 |
| Average Amount | \$3,421 | \$3,406 | \$3,481 | \$3,429 | \$3,511 | \$3,394 | \$3,481 | \$3,446 | \$3,486 | \$3,463 | \$3,462 | \$3,405 | \$3,306 | \$3,460 | \$3,306 | \$3,421 | \$3,470 |
| Cash Awards - \$4,000 - \$4,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 1,157 | 855 | 302 | 52 | 14 | 654 | 157 | 90 | 102 | 35 | 19 | 5 | 1 | 14 | 3 | 5 | 6 |

| | | | | | | | | | | | | | | | | | |
|---------------------------------------|-----------|-----------|-----------|---------|---------|-----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Total Cash Awards Given | 12.74% | 13.44% | 11.10% | 12.44% | 8.43% | 13.79% | 10.23% | 11.87% | 13.11% | 13.89% | 12.67% | 13.16% | 5.00% | 13.08% | 8.57% | 11.63% | 15.79% |
| Total Amount | 5,090,308 | 3,756,298 | 1,334,010 | 228,418 | 61,873 | 2,873,161 | 694,004 | 394,291 | 449,969 | 154,682 | 83,970 | 22,074 | 4,419 | 61,574 | 13,258 | 22,097 | 26,517 |
| Average Amount | \$4,400 | \$4,393 | \$4,417 | \$4,393 | \$4,419 | \$4,393 | \$4,420 | \$4,381 | \$4,411 | \$4,419 | \$4,419 | \$4,415 | \$4,419 | \$4,398 | \$4,419 | \$4,419 | \$4,419 |
| Cash Awards - \$5,000 or More | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 845 | 592 | 253 | 25 | 11 | 468 | 142 | 57 | 71 | 30 | 24 | 0 | 1 | 9 | 2 | 3 | 2 |
| | 9.31% | 9.31% | 9.30% | 5.98% | 6.63% | 9.87% | 9.26% | 7.52% | 9.13% | 11.90% | 16.00% | 0% | 5.00% | 8.41% | 5.71% | 6.98% | 5.26% |
| Total Amount | 4,580,527 | 3,208,810 | 1,371,718 | 134,450 | 60,558 | 2,538,722 | 775,138 | 309,295 | 381,460 | 162,118 | 127,673 | 0 | 5,223 | 48,558 | 11,223 | 15,668 | 10,445 |
| Average Amount | \$5,421 | \$5,420 | \$5,422 | \$5,378 | \$5,505 | \$5,425 | \$5,459 | \$5,426 | \$5,373 | \$5,404 | \$5,320 | \$0 | \$5,223 | \$5,395 | \$5,611 | \$5,223 | \$5,223 |
| Quality Step Increases (QSI) | | | | | | | | | | | | | | | | | |
| Total QSI's Awarded | 254 | 159 | 95 | 6 | 5 | 127 | 65 | 15 | 13 | 8 | 8 | 0 | 0 | 2 | 2 | 1 | 2 |
| | 2.80% | 2.50% | 3.49% | 1.44% | 3.01% | 2.68% | 4.24% | 1.98% | 1.67% | 3.17% | 5.33% | 0% | 0% | 1.87% | 5.71% | 2.33% | 5.26% |
| Total Benefit | 618,907 | 398,039 | 220,868 | 15,444 | 11,743 | 312,831 | 151,602 | 38,879 | 31,403 | 22,702 | 18,206 | 0 | 0 | 4,984 | 3,432 | 3,199 | 4,482 |
| Average Benefit | \$2,437 | \$2,503 | \$2,325 | \$2,574 | \$2,349 | \$2,463 | \$2,332 | \$2,592 | \$2,416 | \$2,838 | \$2,276 | \$0 | \$0 | \$2,492 | \$1,716 | \$3,199 | \$2,241 |
| Performance Based Pay Increase | 17 | 9 | 8 | 0 | 1 | 7 | 5 | 1 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 |
| | 0.19% | 0.14% | 0.29% | 0% | 0.60% | 0.15% | 0.33% | 0.13% | 0.13% | 0% | 0.67% | 0% | 0% | 0.93% | 0% | 0% | 0% |
| Total Benefit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Benefit | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Permenant Workforce | 9,081 | 6,360 | 2,721 | 418 | 166 | 4,744 | 1,534 | 758 | 778 | 252 | 150 | 38 | 20 | 107 | 35 | 43 | 38 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Note: Dollar amounts of QSIs are not available in the DHS AXIS data system.

QSI amount is estimated using the within-grade increase amounts in the Conversion Mechanism for a one-step increase.

Fiscal Year: 2022
 Department: USCG
 Agency: All

Table B9-2: Employee Recognition and Awards - Distribution by Disability (Inclusion Rate)

| Type of Award | All Employees | | | | | Targeted Disability | | | | | | | | | | | |
|---|---------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|----------------------------|-----------------------------|--------------------------|---------------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|---------------|--------------------------------|
| | All | No Disability [05] | Not Identified [01] | Disability [02/03/06-94] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Deaf or Serious Difficulty | Blind or Serious Difficulty | Missing Extremities [31] | Significant Mobility Impairment | Partial or Complete Paralysis | Epilepsy or Other Seizure | Intellectual Disability [90] | Significant Psychiatric Disorder | Dwarfism [92] | Significant Disfigurement [93] |
| Time-Off Awards - 1-10 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 920 | 603 | 43 | 274 | 31 | 1 | 8 | 9 | 2 | 1 | 0 | 5 | 0 | 0 | 3 | 1 | 1 |
| | 10.13% | 10.46% | 10.39% | 9.44% | 9.63% | 50.00% | 29.63% | 6.47% | 9.09% | 25.00% | 0% | 18.52% | 0% | 0% | 4.92% | 33.33% | 25.00% |
| Total Hours | 8,470 | 5,489 | 408 | 2,573 | 292 | 10 | 74 | 83 | 19 | 10 | 0 | 49 | 0 | 0 | 29 | 9 | 9 |
| Average Hours | 9 | 9 | 9 | 9 | 9 | 10 | 9 | 9 | 10 | 10 | 0 | 10 | 0 | 0 | 10 | 9 | 9 |
| Time-Off Awards - 11-20 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 210 | 141 | 8 | 61 | 8 | 0 | 0 | 5 | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 0 | 0 |
| | 2.31% | 2.45% | 1.93% | 2.10% | 2.48% | 0% | 0% | 3.60% | 0% | 0% | 5.00% | 0% | 0% | 0% | 3.28% | 0% | 0% |
| Total Hours | 3,665 | 2,450 | 147 | 1,068 | 137 | 0 | 0 | 89 | 0 | 0 | 16 | 0 | 0 | 0 | 32 | 0 | 0 |
| Average Hours | 17 | 17 | 18 | 18 | 17 | 0 | 0 | 18 | 0 | 0 | 16 | 0 | 0 | 0 | 16 | 0 | 0 |
| Time-Off Awards - 21-30 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 31 | 18 | 2 | 11 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| | 0.34% | 0.31% | 0.48% | 0.38% | 0.31% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 1.64% | 0% | 0% |
| Total Hours | 765 | 441 | 48 | 276 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 0 | 0 |
| Average Hours | 25 | 25 | 24 | 25 | 24 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 24 | 0 | 0 |
| Time-Off Awards - 31-40 Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 1,648 | 931 | 86 | 631 | 72 | 1 | 5 | 30 | 2 | 0 | 3 | 9 | 1 | 1 | 18 | 1 | 1 |
| | 18.15% | 16.15% | 20.77% | 21.74% | 22.36% | 50.00% | 18.52% | 21.58% | 9.09% | 0% | 15.00% | 33.33% | 10.00% | 33.33% | 29.51% | 33.33% | 25.00% |
| Total Hours | 65,892 | 37,220 | 3,432 | 25,240 | 2,880 | 40 | 200 | 1,200 | 80 | 0 | 120 | 360 | 40 | 40 | 720 | 40 | 40 |
| Average Hours | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 0 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Time-Off Awards - 41 or More Hours | | | | | | | | | | | | | | | | | |
| Total Time-Off Awards Given | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Hours | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Hours | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cash Awards - \$500 and Under | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 2,242 | 1,469 | 89 | 684 | 80 | 2 | 6 | 32 | 3 | 1 | 6 | 7 | 2 | 0 | 20 | 0 | 1 |
| | 24.69% | 25.48% | 21.50% | 23.57% | 24.84% | 100% | 22.22% | 23.02% | 13.64% | 25.00% | 30.00% | 25.93% | 20.00% | 0% | 32.79% | 0% | 25.00% |
| Total Amount | 925,211 | 600,055 | 37,871 | 287,285 | 33,071 | 750 | 2,850 | 13,100 | 1,000 | 350 | 2,500 | 3,150 | 1,000 | 0 | 8,071 | 0 | 300 |
| Average Amount | \$413 | \$408 | \$426 | \$420 | \$413 | \$375 | \$475 | \$409 | \$333 | \$350 | \$417 | \$450 | \$500 | \$0 | \$404 | \$0 | \$300 |
| Cash Awards - \$501 - \$999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 1,594 | 1,020 | 66 | 508 | 52 | 1 | 5 | 20 | 1 | 0 | 4 | 5 | 2 | 0 | 13 | 0 | 1 |
| | 17.55% | 17.69% | 15.94% | 17.51% | 16.15% | 50.00% | 18.52% | 14.39% | 4.55% | 0% | 20.00% | 18.52% | 20.00% | 0% | 21.31% | 0% | 25.00% |
| Total Amount | 851,374 | 547,228 | 34,294 | 269,851 | 26,550 | 500 | 2,500 | 10,050 | 500 | 0 | 2,000 | 2,500 | 1,000 | 0 | 6,750 | 0 | 750 |
| Average Amount | \$534 | \$536 | \$520 | \$531 | \$511 | \$500 | \$500 | \$503 | \$500 | \$0 | \$500 | \$500 | \$500 | \$0 | \$519 | \$0 | \$750 |
| Cash Awards - \$1,000 - \$1,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 619 | 409 | 30 | 180 | 26 | 0 | 0 | 12 | 1 | 0 | 3 | 3 | 2 | 0 | 5 | 0 | 0 |
| | 6.82% | 7.09% | 7.25% | 6.20% | 8.07% | 0% | 0% | 8.63% | 4.55% | 0% | 15.00% | 11.11% | 20.00% | 0% | 8.20% | 0% | 0% |
| Total Amount | 831,370 | 540,080 | 40,154 | 251,136 | 36,576 | 0 | 0 | 16,235 | 1,691 | 0 | 3,885 | 5,656 | 2,250 | 0 | 6,858 | 0 | 0 |
| Average Amount | \$1,343 | \$1,320 | \$1,338 | \$1,395 | \$1,407 | \$0 | \$0 | \$1,353 | \$1,691 | \$0 | \$1,295 | \$1,885 | \$1,125 | \$0 | \$1,372 | \$0 | \$0 |
| Cash Awards - \$2,000 - \$2,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 1,148 | 772 | 44 | 332 | 38 | 0 | 1 | 18 | 4 | 0 | 3 | 0 | 2 | 1 | 7 | 0 | 2 |
| | 12.64% | 13.39% | 10.63% | 11.44% | 11.80% | 0% | 3.70% | 12.95% | 18.18% | 0% | 15.00% | 0% | 20.00% | 33.33% | 11.48% | 0% | 50.00% |
| Total Amount | 2,789,624 | 1,884,972 | 106,917 | 797,736 | 89,523 | 0 | 2,563 | 42,516 | 8,963 | 0 | 6,286 | 0 | 4,416 | 2,563 | 16,723 | 0 | 5,493 |
| Average Amount | \$2,430 | \$2,442 | \$2,430 | \$2,403 | \$2,356 | \$0 | \$2,563 | \$2,362 | \$2,241 | \$0 | \$2,095 | \$0 | \$2,208 | \$2,563 | \$2,389 | \$0 | \$2,747 |
| Cash Awards - \$3,000 - \$3,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 2,222 | 1,490 | 90 | 642 | 67 | 0 | 7 | 31 | 5 | 1 | 2 | 5 | 5 | 1 | 9 | 0 | 1 |
| | 24.47% | 25.85% | 21.74% | 22.12% | 20.81% | 0% | 25.93% | 22.30% | 22.73% | 25.00% | 10.00% | 18.52% | 50.00% | 33.33% | 14.75% | 0% | 25.00% |
| Total Amount | 7,602,049 | 5,081,006 | 309,580 | 2,211,463 | 229,815 | 0 | 23,494 | 106,014 | 18,247 | 3,717 | 6,817 | 17,351 | 16,861 | 3,717 | 30,370 | 0 | 3,226 |
| Average Amount | \$3,421 | \$3,410 | \$3,440 | \$3,445 | \$3,430 | \$0 | \$3,356 | \$3,420 | \$3,649 | \$3,717 | \$3,409 | \$3,470 | \$3,372 | \$3,717 | \$3,374 | \$0 | \$3,226 |
| Cash Awards - \$4,000 - \$4,999 | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 1,157 | 781 | 39 | 337 | 37 | 0 | 2 | 20 | 3 | 0 | 4 | 3 | 1 | 0 | 3 | 1 | 0 |
| | 12.74% | 13.55% | 9.42% | 11.61% | 11.49% | 0% | 7.41% | 14.39% | 13.64% | 0% | 20.00% | 11.11% | 10.00% | 0% | 4.92% | 33.33% | 0% |

| | | | | | | | | | | | | | | | | | |
|---------------------------------------|-----------|-----------|---------|-----------|---------|------|---------|---------|---------|------|---------|---------|---------|------|---------|---------|------|
| Total Amount | 5,090,308 | 3,434,631 | 172,505 | 1,483,172 | 162,800 | 0 | 8,839 | 87,692 | 13,258 | 0 | 17,678 | 13,258 | 4,419 | 0 | 13,258 | 4,396 | 0 |
| Average Amount | \$4,400 | \$4,398 | \$4,423 | \$4,401 | \$4,400 | \$0 | \$4,419 | \$4,385 | \$4,419 | \$0 | \$4,419 | \$4,419 | \$4,419 | \$0 | \$4,419 | \$4,396 | \$0 |
| Cash Awards - \$5,000 or More | | | | | | | | | | | | | | | | | |
| Total Cash Awards Given | 845 | 560 | 46 | 239 | 27 | 0 | 1 | 16 | 3 | 0 | 2 | 0 | 0 | 0 | 4 | 1 | 0 |
| | 9.31% | 9.71% | 11.11% | 8.24% | 8.39% | 0% | 3.70% | 11.51% | 13.64% | 0% | 10.00% | 0% | 0% | 0% | 6.56% | 33.33% | 0% |
| Total Amount | 4,580,527 | 3,041,912 | 249,565 | 1,289,050 | 143,673 | 0 | 6,000 | 85,670 | 15,445 | 0 | 10,445 | 0 | 0 | 0 | 20,890 | 5,223 | 0 |
| Average Amount | \$5,421 | \$5,432 | \$5,425 | \$5,394 | \$5,321 | \$0 | \$6,000 | \$5,354 | \$5,148 | \$0 | \$5,223 | \$0 | \$0 | \$0 | \$5,223 | \$5,223 | \$0 |
| Quality Step Increases (QSI) | | | | | | | | | | | | | | | | | |
| Total QSI's Awarded | 254 | 171 | 8 | 75 | 10 | 0 | 0 | 3 | 1 | 0 | 0 | 1 | 1 | 0 | 4 | 0 | 0 |
| | 2.80% | 2.97% | 1.93% | 2.58% | 3.11% | 0% | 0% | 2.16% | 4.55% | 0% | 0% | 3.70% | 10.00% | 0% | 6.56% | 0% | 0% |
| Total Benefit | 618,907 | 420,561 | 19,721 | 178,625 | 24,819 | 0 | 0 | 6,883 | 3,199 | 0 | 0 | 2,277 | 2,707 | 0 | 9,753 | 0 | 0 |
| Average Benefit | \$2,437 | \$2,459 | \$2,465 | \$2,382 | \$2,482 | \$0 | \$0 | \$2,294 | \$3,199 | \$0 | \$0 | \$2,277 | \$2,707 | \$0 | \$2,438 | \$0 | \$0 |
| Performance Based Pay Increase | 17 | 12 | 1 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0.19% | 0.21% | 0.24% | 0.14% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Total Benefit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Average Benefit | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Permenant Workforce | 9,081 | 5,765 | 414 | 2,902 | 322 | 2 | 27 | 139 | 22 | 4 | 20 | 27 | 10 | 3 | 61 | 3 | 4 |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

Note: Dollar amounts of QSIs are not available in the DHS AXIS data system.

QSI amount is estimated using the within-grade increase amounts in the Conversion Mechanism for a one-step increase.