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"We manage diversity effectively by creating and maintaining a work environment that provides the opportunity for employees to maximize their potential and fully contribute to the Agency's mission, thus unlocking the potential of the employees of CSOSA and PSA."



Nancy M. Ware, Director
Court Services and Offender Supervision
Agency for the District of Columbia



Susan W. Shaffer, Director
Pretrial Services Agency
for the District of Columbia

Dear Colleagues:

It is with great pleasure and pride that we present the Diversity and Inclusion Strategic Plan for the Court Services and Offender Supervision Agency for the District of Columbia (CSOSA) and the Pretrial Services Agency for the District of Columbia (PSA). This plan is the result of a collaborative effort between CSOSA's Office of Equal Employment Opportunity, Diversity and Special Programs, CSOSA's Office of Human Resources, and PSA's Office of Human Capital Management. It reaffirms our commitment to ensuring equal employment opportunity (EEO) and promoting workforce diversity to maintain a strong, effective, high performing public service organization.

CSOSA is a unique Agency, founded to alleviate the severe financial distress of the District of Columbia and strengthen an overburdened criminal justice system. CSOSA provides community supervision to adult offenders on probation, parole and supervised released in the District of Columbia. The Pretrial Services Agency provides release recommendations to the Court and provides pretrial supervision to defendants released into the community. PSA is an independent entity within CSOSA.

CSOSA's mission is to increase public safety, prevent crime, reduce recidivism, and support the fair administration of justice in close collaboration with the community.

PSA's mission is to promote pretrial justice and community safety by assisting judicial officers in making appropriate release decisions, and by providing supervision and pro-social interventions to defendants released into the community.

The FY 2012-2014 Diversity and Inclusion Strategic Plan is specifically aligned with the Agency's human capital management strategic objectives to recruit, develop, and retain a competent, committed, and diverse workforce that reflects the communities we serve;

cultivate a flexible, inclusive and equitable work environment that promotes inclusiveness; and foster a culture that values diversity and empowers individuals in the workforce.

The Diversity and Inclusion Strategic Plan is designed to achieve three major goals:

1. Workforce Diversity. Through the recruitment and retention of a workforce that represents all segments of American society;
2. Workplace Inclusion. By cultivating a culture that encourages fairness and a level playing field for all employees; and
3. Sustainability of a diverse and inclusive workforce.

CSOSA is committed to building and sustaining an organization in which, among other things, people of diverse geographic backgrounds, abilities, cultures, races, religions, and ethnicities are fully included, valued and respected. Our Diversity and Inclusion Strategic Plan builds upon the progress we have already achieved from our collective efforts in making our Agency a leader in diversity management.

We invite you all to join us on this important odyssey in creating a diverse and fully inclusive workforce:

Sincerely,



Nancy M. Ware
Director, CSOSA



Susan W. Shaffer
Director, PSA

ASSESSMENT OF WORKFORCE (STRENGTHS AND CHALLENGES)

HUMAN CAPITAL MANAGEMENT/WORKFORCE PLANNING

The President's Management Agenda (PMA). CSOSA's Human Capital Management strategies are consistent with the President's overall transformation of Human Capital Management throughout the Federal Government as outlined in OPM's Standards for Success. This Human Capital Strategic Plan defines how CSOSA will meet the requirements of the PMA's Human Capital Management goals by linking the objectives with the critical success factors.

The Office of Personnel Management (OPM) has employed widely accepted planning tools and best practices to create a model framework for human capital planning. The Human Capital Assessment and Accountability Framework (HCAAF) identify five human capital systems that together provide a consistent, comprehensive representation of human capital management for the Federal government. The HCAAF ties human capital management to the merit system principles and other civil service laws, rules and regulations. Cornerstones of the HCAAF are the human capital systems and metrics used for the assessment and improvement of human capital programs. These human capital objectives, when linked to results, actively promote goals that CSOSA strives to achieve as part of our human capital planning processes. The HCAAF addresses five systems:

Strategic Alignment – Agency human capital strategy is aligned with mission, goals, and organizational objectives and integrated into strategic plans, performance plans, and budget plans.

Leadership and Knowledge Management – Agency leaders and managers effectively lead people, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.

Results–Oriented Performance Culture – Agency has a diverse, results–oriented, high–performing workforce, and has a performance management system that effectively differentiates between high and low performance and that links individual team and unit performance to organizational goals and desired results.

Talent Management – Agency has closed most mission–critical skills, knowledge, and competency gaps/deficiencies, and has made meaningful progress toward closing all.

Accountability – Agency human capital decisions are guided by a data–driven, results– oriented planning and an accountability system.

Through the Agency’s human capital planning process, identified below are several human capital challenges that are threatening the Agency’s ability to maintain an exceptional workforce:

- **Recruitment** – there is potential for a significant loss of knowledge due to a need for highly specialized mission critical positions. We need to assess and meet gap reduction targets in mission critical technical competencies. At the same time, we need to focus on recruitment of white males, Asians, Hispanics and the disabled population.
- **Leadership Succession** – related to attrition is the possibility that there could be significant turnover in the leadership ranks creating a void in knowledge transfer and the delineation of future leaders. Leadership development is needed as part of our leadership succession planning process.
- **Leadership Development** – there is a need for expanded supervisory training at CSOSA. We also need to enhance our leadership development programs focusing on the capture and transfer of knowledge through mentoring programs and educational opportunities.
- **Increase hiring under the Student Temporary Employment and Internship Programs.**
- **Communication** – there is a need to increase modes of effective communications.
- **Mission Success** – information technology continues to change and expand; the shape of our workforce must keep up with those changes.
- **Talent Management** – Data analysis revealed the need to increase employee’s satisfaction through creating a Diversity Plan, Mentoring Program, Workload Reasonableness, address child care costs, and institute ongoing employee wellness initiatives.

WORKFORCE PLANNING AND ANALYSIS

The Agency’s employees are committed to an increased focus on the accomplishment of both individual and organizational outcomes. Results of numerous surveys and workforce planning data point to the need for effective cost control, accountability systems, and a need to work efficiently. As a result, the performance culture will shift to one of emphasizing and recognizing overall accomplishments and outcomes rather than process. This shift will drive changes and an increase in individual accountability. Management will be challenged to inspire the Agency’s workforce to embrace the

culture shift, while improving employee satisfaction by providing support in work assignments and a positive and flexible work environment. Although the organizational units vary by focus and location, all Agency units are unified under the overall mission, the annual performance plan, and our human capital strategic goals.

Our workforce planning effort addresses not only the knowledge, skills and abilities necessary for successful accomplishment of strategic goals, but it also encompasses an examination of the resources employees need to perform effectively. Such resources include funding, technology, management structures, information, work life programs, rewards and incentives. In short, workforce planning is an ongoing, deliberate and systematic effort by management to produce desirable outcomes and foster stewardship throughout the workforce. It serves as the foundation for managing the Agency's human capital. It enables planning strategically to meet current and future workforce needs, and prevents unnecessary surprises in maintaining a steady state workforce. The planning process ensures positions are filled by the right employees with the needed competencies, and is conducted to align the workforce to meet future strategic organizational goals. The Agency's workforce planning efforts also serves to identify both mission and workforce trends, assess mission-critical core competencies, and implement plans to close gaps through vigorous learning and knowledge management approaches, targeted recruitment, and succession and retention planning.

CSOSA's Human Capital (HC) Strategic Plan continues to build on the alignment of organizational capacity and development with human capital management. Our human capital management initiatives have begun to transform how we employ, develop and evaluate our workforce. Recruiting, developing, and retaining the best possible workforce continues to be the centerpiece of our human capital strategy. CSOSA's strategic human capital planning process recognizes that implementing an effective human capital management plan is critical to developing and supporting a diversified workforce. The Agency is well on its way to achieving this goal.

The workforce data presented below serves as a context for the strengths and challenges inherent in our strategic planning process. The goals, objectives and strategies presented in this strategic plan are intended to build upon our existing diversity initiatives in the Agency workforce and address the current challenges that remain. This Agency-specific Diversity and Inclusion Strategic Plan once implemented will be incorporated into the Agency's Human Capital Strategic Plan.

IMPLEMENTATION

The following pages present the programmatic objectives, strategies, and measures designed to achieve the identified goals. This Diversity and Inclusion Strategic Plan is intended to be a multi-year effort and is not intended to be a static document as changing conditions will likely require refinement to the strategies stated here. Implementation of this Plan will be led by CSOSA's Office of Human Resource (OHR), and PSA's Office of Human Capital Management, in partnership with the Office

of Equal Employment Opportunity, Diversity and Special Programs, and our internal stakeholders. CSOSA and PSA's leadership play a vital key role in the effective implementation of this strategic plan. Each year, CSOSA OHR and PSA OHCM will revisit the Plan and in concert with its stakeholders, evaluate the effectiveness of the Plan, identify new initiatives or modifications to be employed in the future to correct problem areas or to more readily ensure a successful program. This review process will be led by our Agency Diversity and Inclusion Council.

GOAL 1:

Workforce Diversity... Through the recruitment and retention of a workforce that represents all segments of American society

WORKFORCE ANALYSIS

The Agency's total workforce, including permanent and temporary employees, stood at 1235 at the end of Fiscal Year 2011. Women and minorities made up 93.9 percent of the total workforce. As in FY 10, women continued to comprise the majority of the Agency's workforce (64.0% or 790 employees). Correspondingly, males comprised 36.0% (445) of the Agency's total workforce.

Blacks continue to constitute the majority of the Agency's workforce. This protected group experienced a decrease of 0.4%, going from 80.9% (1016 of 1256) at the end of FY 10 to 80.5% (994 of 1235) in FY 11. The cumulative percentage of non-black minorities – Hispanic, Asian, American Indian/Alaska Native, and individuals of two or more races -- increased from 6.52% (82 of 1256) in FY 10 to 6.55% (81 of 1235) in FY 11. (See Appendix A for **Workforce Data Table A1**.)

Although the combined total of non-black minorities in the Agency decreased, the individual participation rate of Hispanics remained nearly unchanged. The participation rate of Hispanics remained at 4.45% in FY 10 and FY 11. There was a slight numerical increase in the participation rate of American Indian/Alaskan Natives, from 0.24% (3) in FY 10 to 0.32% (4) in FY 11. Asian participation rates remained at 1.5% in FY 10 and FY 2011. The participation rate of employees who are of two or more races decreased from 0.3% (4) in FY 10 to 0.2% (3) in FY 11. (**Workforce Data Table A1**)

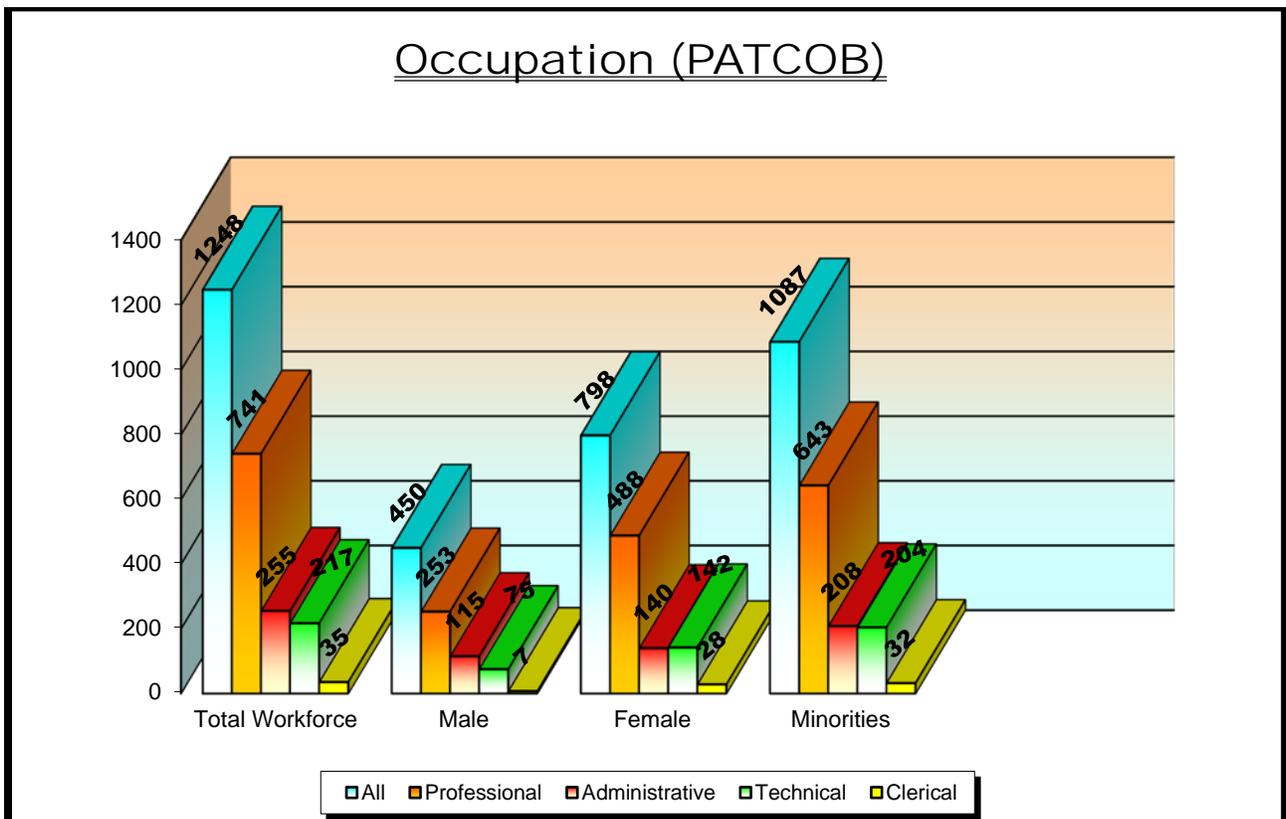
The Agency's hiring trends from FY 10 to FY 11 reflect a decrease in minority participation. In FY 10, there were 90 new hires; 84 permanent positions and 6 temporary positions. In FY 11, there were 58 new hires; 54 permanent positions and 4 temporary positions. Of the 58 permanent hires, 39 or 67.2% were Black, 9 or 15.5% were White, 5 or 8.6% were Hispanics, 1 or 1.7% were Asians, 1 or 1.7% were American Indian/ Alaskan Native, and 3 or 5.2% were two or more races. (**Workforce Data Table A8**) In comparison, in Fiscal Year 2010, there were 102 new hires; 57 of the new hires were Blacks, 21 were Whites, 3 were Hispanics, 5 were Asians, and five were of two or more races. Fifty of the new hires (54.9%) were female in that year.

Unlike the national civilian labor force (CLF), Whites are identified as a minority in the Agency's workforce and have been targeted as an underrepresented group for our recruitment efforts. The participation of Whites in the Agency's workforce increased from 12.5% (158 of 1256) at the end of FY 10 to 13.0% (160 of 1235) in FY 11. (**Workforce Data Table A1**)

MAJOR OCCUPATIONS

The Agency has two major occupations (*occupations containing 100 or more employees*) in the Professional category, Series 101. They are Community Supervision Officers (CSOs) and Pretrial Services Officers (PSOs). In the Clerical category, Series 303, the Agency has Community Supervision Assistants (CSAs). CSOSA's staffing pattern is unique in that there are no Blue Collar categories. Except for 124 employees who are in the GL (LEO special base rate) pay plan, all positions are in the General Schedule (GS).

A review of the occupational categories depicted below shows the 80% of the Agency's employees are Professional or Administrative at 80%. The Technical category comprises 17% of the Agency's workforce, and 3% of the workforce hold Clerical positions.



With respect to the race/ethnicity and gender distribution of employees across major occupational groups, 55.6% of the workforce is in the Social Science series (0101) and of those 687 employees 66.2% are female. (Appendix A, **Workforce Data Table A6**) Blacks constitute 80.9% of the employees in this series, Whites are 12.8%, Hispanics

are 5.8%, Asians are 0.9%, and American Indian/Alaska Natives are 0.29%. There are no employees of two or more races in this occupational category.

The next largest major occupation is that of Miscellaneous Clerk and Assistant, Series 0303. Of the 103 employees in this series, 90.3% are female, 94.2% are Black, 5.0% are White, and 1.0% is of two or more races.

The agency's third largest occupational group is the Social Science Aid & Technician Series (0102). Of the 80 employees in this series, 52.5% are male, 47.5% are female, 80.0% are Black, 7.5% are Hispanic, 11.3% are White, and 1.25% is Asian. There are no employees of two or more races in this major occupation.

In the Information Technology Management Series (2210), 65% of the 63 employees in this series are male, slightly more than half are Black (52.4%), 15.8% are Asian, and 1.6% are of two or more races. Blacks, Asians and employees of two or more races are proportionately well represented in this series and above their levels of participation in the civilian labor force. Whites encumber just 26.9% of the positions in this series, well below their civilian labor force level of 72.7%. Similarly, Hispanics, at 3.2% of the employees in this series, are below their CLF level of 10.7%. (**Appendix A, Workforce Data Tables A1 and A6**) Whites are significantly below the CLF levels in all four of the agency's major occupational groups.

INTERNAL COMPETITIVE PROMOTIONS

Internal competitive promotions increased from 19 to 30, between FY 10 and FY 11. Of those promoted, 60% (18) were females, and 40% (12) were males. Seventy percent of the internal competitive promotions went to Blacks (21), 20% (6) to Whites, 3% (1) to Hispanics, 3% (1) to American Indian/Native Americans and 3% (1) to two or more faces. (**Workforce Data Table A9**)

INTERNAL SELECTIONS FOR SENIOR LEVEL POSITIONS (GS 13/14/15 AND SES)

In FY 11, the number of internal selections for senior level positions increased by 2, from 9 in FY 10 to 11 in FY 11. Of the 11 senior level internal promotions, 55% were females and 45% were males. Three of 11 promotions went to Whites (27%) and the remaining eight (73%) to Blacks. (**Workforce Data Table A11**)

APPLICANT FLOW

COURT SERVICES AND OFFENDER SUPERVISION AGENCY (CSOSA)

For a number of years now, CSOSA has used AVUE Technologies Corporation as its automated employment platform. Identification of race, gender and ethnicity is voluntary, and typically 94% of the applicants self-identify. The quality of the applicant flow data that we have been receiving through AVUE is reliable. We have used this data to target our recruitment efforts to underrepresented groups in CSOSA's workforce

and to evaluate the effectiveness of this targeted recruitment effort. Thus far, the process has been working smoothly and we see no need to modify our collection of applicant flow data at this time.

In FY 11, there were 58 new hires, including 54 permanent positions and 4 temporary positions. Of the 54 permanent hires, 36 or 67% were Black, 9 or 17% were White, 5 or 9% were Hispanic, 1 or 2% were American Indian/Alaskan Native, and 3 or 6% were of two or more races. **(Workforce Data Table A8)**

Unlike the national civilian labor force (NCLF), Whites are identified as a minority in the Agency's workforce and have been targeted as an underrepresented group for our recruitment efforts. There was no change to the participation of Whites in the Agency's workforce between FY 10 and FY 11.

PRETRIAL SERVICES AGENCY (PSA)

PSA has traditionally only accepted hard copy applications and those sent by fax or e-mail, which have no capacity for capturing applicant flow data. However, in late FY 11, PSA moved to USA Staffing, an automated staffing platform supported by the Office of Personnel Management. This new platform will allow applicants to submit their applications on-line through USAJOBS. As a result, applicant flow data can be collected as a part of the application process and it is anticipated that this data will be available for FY 12.

* * *

In an effort to improve diversity within our Agency we have identified the following barriers and developed a plan to eliminate these barriers. These barriers were taken from our most recently submitted MD-715 report to the Equal Employment Opportunity Commission.

**MANAGEMENT DIRECTIVE (MD-715) STATUS REPORT
PART I - DELIVERABLES**

IDENTIFIED BARRIER	PLANNED ACTIVITIES	PLANNED ACTIVITIES COMPLETED	RESPONSIBLE OFFICIALS
<p>Trigger 1: In FY 11, the Agency had a lower than expected participation rate of Hispanic employees (4.4%) compared to the NCLF of 10.7%.</p>	<p>1– Establish a targeted recruitment plan, to include goals and objectives for increasing the number of Hispanic applicants and new hires.</p> <p>2 – Establish partnership agreements with a wide variety of Hispanic organizations and colleges and universities with a high percentage of Hispanic students.</p> <p>3 – Educate managers and supervisors on the Agency's lower than expected participation rate of Hispanic employees.</p> <p>4 – Utilize Hispanic Employment Program Manager for recruitment efforts at colleges and universities with a high percentage of Hispanic students.</p> <p>5 – Initiate a review of the Agency's written Exam for Community Supervision Officers to ensure that it is properly validated, and review clearance procedures to make sure all of its parts are properly tailored to meet the position requirements.</p>	<p>The EEO and HR/HCM Offices for both CSOSA and PSA are engaged in an ongoing effort to inform managers and supervisors of the under representation of this protected group and of their responsibility to correct this under representation through hiring and retention and developmental efforts.</p> <p>OHR is engaged in targeted advertising through of CSOSA's Vacancy Announcements through AVUE to identified protected groups. Also OHR/OHCM visited a number of institutions of Higher Learning with a large concentration of under-represented groups to advertise employment opportunities at CSOSA and PSA.</p> <p>In Fiscal Year 2011 the Agency entered into a Memorandum of Understanding with formalizing its partnership with the Hispanic Association of Colleges and Universities (HACU). It is also entered into a similar MOU with Columbia Heights Educational Campus – Bell Multicultural High School.</p>	<p>HR/HCM and EEO Directors</p>

<p>Trigger 2: The Agency had a lower than expected participation rate for White males and White females in the Major Occupations of Social Science and Miscellaneous Clerk & Assistant positions.</p>	<p>1 – Establish partnership agreements with professional organizations and major institutions of higher learning.</p> <p>2 – The HR Director will conduct targeted recruitment, to increase the number of White applicants and new hires for positions in the Agency’s major occupations.</p> <p>3 – Educate managers and supervisors on the Agency’s lower than expected participation rate for White males and females.</p>	<p>3. The EEO and HR/HCM Offices for both CSOSA and PSA are engaged in an ongoing effort to inform managers and supervisors of the under representation of this protected group and of their responsibility to correct this under representation through hiring and retention and developmental efforts.</p> <p>In FY 11, the Agency continued its partnership with the Washington Center for Internship and Academic Scholars, and is slated to host several students in FY 12, contingent on the Agency’s funding. In addition, recruitment efforts for White males and White females have been expanded to colleges and universities where there are high concentrations of White students who will qualify for positions in the Agency’s major mission-related occupations.</p> <p>OHR is engaged in targeted advertising through of CSOSA’s Vacancy Announcements through AVUE to identified protected groups.</p>	<p>HR/HCM and EEO Directors</p>

IDENTIFIED BARRIER	PLANNED ACTIVITIES	PLANNED ACTIVITIES COMPLETED	RESPONSIBLE OFFICIALS
<p>Trigger 3: The Agency has a lower than expected participation rate of Person with Targeted Disabilities (0.64%) and persons with Disabilities (5.9%) in its total workforce.</p>	<p>1 – The Agency will expand and establish partnerships with disability services coordinators at various colleges and universities to encourage students to apply for positions in the Agency.</p> <p>2 – The Agency will enhance its relationships with organizations representing target groups.</p> <p>3 – The Agency will continue to utilize internal and external resources to identify qualified individuals with targeted disabilities. This will include utilizing the Disability Program Manager to develop strategies to identify, recruit and hire the intended group.</p> <p>4 -- Educate supervisors and managers on Schedule A appointments and stress the importance of utilizing this special hiring authority to successfully recruit Schedule A new hires.</p> <p>5 -- Provide training for recruiting and hiring officials and staffing personnel about working with persons with disabilities, reasonable accommodation, and accessibility issues.</p> <p>6 -- Establish recruitment Goal of 2% for employees with Targeted Disabilities.</p>	<p>3. The EEO and HR/HCM Offices for both CSOSA and PSA are engaged in an ongoing effort to inform managers and supervisors of the under representation of this protected group and of their responsibility to correct this under representation through hiring and retention and developmental efforts.</p> <p>OHR is engaged in targeted advertising through of CSOSA's Vacancy Announcements through AVUE to identified protected groups. Also OHR/OHCM visited a number of institutions of Higher Learning with a large concentration of under-represented groups to advertise employment opportunities at CSOSA.</p> <p>During FY 2011 the Agency entered into partnership with Virginia Department of Rehabilitation Services and with the Veterans Administration to develop a pool of employment ready Schedule A employees and to create internships within our organizations for wounded warriors transitioning from active duty back into the civilian workforce.</p>	<p>HR/HCM and EEO Directors</p>
<p>Trigger 4: The Agency had a lower than expected participation rate of Asian Americans (1.5%) compared to the civilian labor force which stood at 3.6%</p>	<p>1 – Establish a targeted recruitment plan, to include goals, objectives and target date for completion for increasing the number of Asian American applicants and new hires.</p> <p>2 – Establish partnership agreements with a wide variety of Asian American organizations and colleges and</p>	<p>3. The EEO and HR/HCM Offices for both CSOSA and PSA are engaged in an ongoing effort to inform managers and supervisors of the under representation of this protected group and of their responsibility to correct this under representation through hiring and retention and developmental efforts.</p>	<p>HR and EEO Directors</p>

	<p>universities with a high percentage of Asian American students..</p> <p>3 Utilize internal and external recruitment resources to identify Asian Americans for potential employment opportunities</p>	<p>OHR is engaged in targeted advertising through of CSOSA's Vacancy Announcements through AVUE to identified protected groups. Also OHR/OHCM visited a number of institutions of Higher Learning with a large concentration of under-represented groups to advertise employment opportunities at CSOSA.</p>	
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IDENTIFIED BARRIER	PLANNED ACTIVITIES	PLANNED ACTIVITIES COMPLETED	RESPONSIBLE OFFICIALS
<p>Trigger 4: (Continued)</p>	<p>4 -- Educate managers and supervisors on the Agency's lower than expected participation rate of Asian Americans during monthly staff meetings and through the annual State of EEO Briefing.</p> <p>5 -- Provide training for recruiting and hiring officials and staffing personnel about working with persons with disabilities, reasonable accommodation, and accessibility issues.</p>	<p>During FY 2011 the agency entered into partnership with Virginia Department of Rehabilitation Services and with the Veterans Administration to develop a pool of employment ready Schedule A employees and to create internships within our organizations for wounded warriors transitioning from active duty back into the civilian workforce.</p>	

As the table below indicates, while the size of our Agency decreased in FY 11, the number of employees with reportable disabilities increased. Consistent with our action plans in the MD-715 Report and the Strategic Plan pursuant to Executive Order 13548, we have established a five-year plan for increasing the number of disabled and targeted disabled employees that work for our Agency. These goals and action items are discussed in more detail below.

Employment Trend and Recruitment for Individuals with Disabilities

Enter Actual Number at the...	...Beginning of FY	...End of FY	Net Change
Total Workforce	1235	1214	-21 (-1.94%)
Reportable Disability	79	81	2 (2.53%)
Targeted Disability	6	6	0 (0.0%)

Applications and Selections for Individuals with Targeted Disabilities

Measures	During the Current Fiscal Year
Total Number of Applications Received from Individuals with Targeted Disabilities	127
Total Number of Selections of Individuals with Targeted Disabilities	0

Numerical Hiring Goal

Types of Numerical Goals	Goal Used?	Goal (# or %)
% of PWTDD in Total Workforce	0.49%	2%over five year period
# of PWTDD in New Hires	6	2%over five year period
% of PWTDD in New Hires	100%	2%over five year period

Objectives

The Office of EEO, Diversity and Special Programs, in conjunction with the CSOSA Office of Human Resource and PSA Office of Human Capital Management, has developed a comprehensive recruitment plan to increase the representation of persons with targeted disabilities by 2% starting in fiscal year 2012 and continuing over a five year period. In addition, to support our mission and to meet the requirements of Executive Order (EO) 13548, two organizational components have been established whose primary mission is to ensure that our measurable targets are met or exceeded in the areas of hiring, development, retention and training individuals with disabilities. The two organizational components referenced are: (1) The Agency Disability Advisory Committee (ADAC) and (2) The Disability Recruitment Program (DRP).

Additionally, some of the objectives and strategies of the Agency's Strategic Plan for Increasing Employment of People with Disabilities to meet the requirements of EO 13548 have been included in this report as listed below.

Objective #1: Assess the current state of the CSOSA workforce and human capital at PSA, analyzing past trends to determine what is likely to occur over time.

Planned Activity: Determine which occupations to target for people with disabilities (PWD) recruitment.

Objective #2: Establish partnerships with such organizations as the Virginia Department of Rehabilitation Services to develop a reliable and qualified pool of disabled applicants.

Planned Activity: The agency already has an ongoing relationship with Virginia's Department of Rehabilitation Services. Our goal is to continue to nurture and build upon this partnership.

Objective #3: Identify the skill gaps between the current workforce and the future needs of the Agency.

Planned Activity: Assess where to begin outreach efforts to develop talent pipelines.

Objective #4: Develop skills gap analysis to identify and develop strategies for addressing and minimizing gaps.

Planned Activity: Identify needed training and development for new hires in the available occupations.

Objective #5: Identify mandatory training for human resources specialists and managers on Schedule A Hiring and Reasonable Accommodation Services.

Planned Activity: Develop training module for Schedule A Hiring and Reasonable Accommodation services.

Objective #6: Continuously monitor and evaluate current workforce and future needs and revise strategies to meet the future needs of the Agency.

Planned Activity: Evaluate PWD recruitment and hiring efforts quarterly.

Strategies

The Agency will expand its recruiting strategies to place specific emphasis on hiring employees with disabilities. The creation of the ADAC and DRP are the first steps in ensuring disability recruitment have ongoing focus and accountability. These ADAC and DRP will be responsible for developing and expanding the strategies and partnerships that are essential to PWD recruitment and retention. Senior-level support from the ADAC will ensure support and buy-in at every level of the organization. The following strategies and programs will be utilized to ensure that the Agency is able to accomplish its mission and meet its recruitment targets.

Strategy #1: Targeted Recruitment of Individuals with Disabilities

- 1.a. The Disability Program Manager (DPM) will compile a list of groups that service potential applicants with disabilities. The Agency will ensure that its vacancy announcements are sent to these groups when jobs are posted on USAJOBS.gov or in AVUE.
- 1.b. The DPM will reach out to advocacy groups and universities that represent disabled populations and will ensure these groups are notified when the agency's representatives attend job fairs and other recruitment events.
- 1.c. The Agency, through the ADAC and Disability Recruitment Team (DRT), will establish partnerships with District of Columbia and national organizations, such as but not limited to:
 - DC Department on Disability Services, Rehabilitation Services Administration
 - Virginia Department of Rehabilitation Services
 - Disabled Veterans' Outreach Programs
 - Disabled Transition Assistance Programs
 - Disability Resource Centers at colleges and universities.

- 1.d. The Agency will explore potential opportunities and resources from the Office of Personnel Management's shared register of applicants with disabilities.

Strategy #2: The Workforce Recruitment Program (WRP)

- 2.a. Utilize the Workforce Recruitment Program (WRP) to find motivated post-secondary students and recent graduates with disabilities who would be an ideal match for the mission of the Agency.
- 2.b. The DPM in collaboration with the WRP system will actively search for individuals with disabilities whose experience fits the needs of Agency. The DRP will actively promote and recommend students from the WRP who seem to be excellent matches with program areas within CSOSA.
- 2.c. The ADAC and Disability Program Team will promote the WRP to hiring managers as an alternative method to recruiting highly qualified applicants.
- 2.d. Hire candidates annually from the WRP program. The Agency will consider candidates for both permanent and temporary positions.

Strategy #3: Operation Warfighter Internship Program (OWIP)

- 3.a. The Agency is committed to exploring the possibility of using the Department of Defense, Operation Warfighter Internship Program (OWIP) to provide on-the-job training, apprenticeships, and non-paid work experience to disabled veterans.
- 3.b. The DPM will reach out to the OWIP to determine if the program would meet the Agency's needs. If it is determined that the program will meet the Agency's need, the DPM will work with the Office of Human Resources (OHR) to bring onboard a veteran in FY 2012.

Strategy #4: Priority Consideration in the Hiring Process

- 4.a. The Agency will follow the lead of the Department of Labor in implementing a "Priority Consideration" model in the hiring process. The OHR, in coordination with the Disability Program Officer (DPO), will pre-qualify candidates with disabilities and add them to a talent bank. The Agency will require hiring managers to review these pre-qualified candidates with disabilities prior to the posting of job announcements.
- 4.b. The Agency will establish a mechanism for the solicitation and intake of resumes and disability certifications from people with disabilities, specifically Schedule A candidates:

- i. The Agency will target its recruitment efforts to entry-level as well as middle management and senior management positions; and
 - ii. Federal Employees Compensation Act (FECA) claimants who qualify and choose to participate will be included in this talent bank.
- 4.c. The OHR, in coordination with the DPM will pre-qualify resumes based on the job title, series, duties and grade of the position, and will also verify certifications.
- 4.d. Once a talent bank has been established, Hiring Managers will be briefed on the processes for considering applicants in the talent bank.
- 4.e. If there are qualified individuals with disabilities for a vacancy, OHR and the Hiring Manager would have to consider these applicants.
- 4.f. The Agency will add to every vacancy announcement a statement that encourages Schedule A applicants to apply. If a Schedule A applicant is identified, but not selected, the Human Resources Specialist will coordinate with the DPO to ensure that the Schedule A applicant is added to the talent bank and considered for future vacancies he or she may be highly qualified for.
- 4.g. The Agency's list of qualified veterans eligible for a Veterans Readjustment Appointment (VRA) and qualified 30 percent compensable veterans will be considered along with the Schedule A talent bank before posting a position.

Strategy #5: Training

Training is a key component to ensuring that the goals of EO 13548 are fully accomplished. The Agency will continually evaluate/offer training programs and the DPO's and Office of Equal Employment Opportunity, Diversity and Special Programs, will develop training fact sheets and other materials as necessary and appropriate. At a minimum, the following training will be offered:

- 1) Schedule A Hiring – an excepted service appointment authority that covers individuals with mental retardation, severe physical disabilities, or psychiatric disabilities. All Human Resources Specialists at CSOSA/PSA by the Third Quarter of FY 2011 will be required to complete OPM's basic Schedule A training at <http://golearn.gov/HiringReform/hpwd/hpd.htm> (also available at the HR University).
- 2) "Priority Consideration" Hiring - Human Resources Specialists will also be trained by the DPO on the Agency's Schedule A talent bank and the processes for

referring Schedule A applicants. Human Resources Specialists will be responsible for communicating to Hiring Managers the benefits and requirement of the “priority consideration” talent bank, ensuring the program’s effectiveness, and reporting to the ADAC and DRP any hiring managers who refuse to consider highly qualified disabled applicants.

- 3) WRP, OWF, Schedule A, and Other Programs for Hiring Managers - The DPO’s will develop training and fact sheets for Hiring Managers within the Agency. They will also be responsible for conducting brown bag sessions for Hiring Managers on Schedule A Hiring and other approaches to hiring employees with disabilities, including the WRP and OWF programs.
- 4) Disability Awareness - The Office of Equal Employment Opportunity, Diversity and Special Programs, in collaboration with the OHR, will create and distribute informative documents, and when possible, create and/or invite employees to special events that promote disability awareness and the advantages to hiring individuals with disabilities.

Strategy#6: Return to Work Initiative

CSOSA Office of Employee & Labor Relations is responsible for the policy development, program implementation, and evaluation of CSOSA’s workers’ compensation program. Similarly for PSA, the Office of Human Capital Management is responsible for their return to work initiative.

Recruitment and Retention of Disabled Veterans

The Agency’s total workforce, including permanent and temporary employees, stood at 1235 in Fiscal Year 2011. There was an increase in all veterans from 76 or 6.1% in FY 10 to 87 or 7.2% at the end of FY 11. The number of disabled veterans and veterans with 30% or more disabled increased from 17 or 1.4% in FY 10 to 37 or 3.0% in FY 11, as depicted in the chart below.¹

Agency	Total Workforce	All Veterans	Disabled Veterans	All 30% or more Disabled Veterans	Non-Competitive Appointments of 30% or more Disabled Veterans
CSOSA	837	55 (6.5%)	16 (1.9%)	13 (1.6%)	0
PSA	377	32 (8.5%)	6 (1.6%)	2 (0.5%)	0
Total	1214	87 (7.2%)	22 (1.8%)	15 (1.2%)	0

¹ The numbers in the chart includes only permanent employees; thus the total numbers are less than the total workforce as a whole.

RECRUITMENT INITIATIVES

The objective of the Agency's recruitment program is to attract highly qualified candidates to meet staffing needs. In FY 2011, the Agency hired 11 disabled veterans representing 7.1% of all new hires in the workforce. The Agency will continue its efforts and collaboration with the CSOSA's Office of Human Resources, PSA's Office of Human Capital Management, and the Office of EEO, Diversity and Special Programs to target and identify disabled veterans through the Agency's various targeted recruitment efforts.

Recruitment planning takes into account workforce demographics and trends, the agencies "mission critical" job classifications, future workforce needs as well as current ones, the Agency's strengths and weaknesses, achieving or maintaining diversity in the workplace, and feedback from new and exiting employees to include veterans. All of these factors are taken into consideration in adopting specific recruitment goals and strategies in increasing the number of veterans in the Agency's workforce. In addition, the Agency's DVAAP Plan requires that this plan be aligned with the Agency's Human Capital Plan, Workforce Development and the Annual Equal Employment Opportunity Program Status Report (Management Directive 715). The strategies in this plan are designed to help the Agency take a comprehensive and collaborative approach to veterans' employment. The strategies listed below will be *a direct outcome of this plan*.

LEADERSHIP COMMITMENT

Objective 1: Agency's leadership promotes the value and importance of hiring and retaining veterans.

- Strategy 1: Partner with the Veterans Administration to provide internship and employment opportunities for disabled veterans.
- Strategy 2: Partner with the Department of Defense to provide internships to disabled Veterans returning from the Iraq and Afghanistan war theaters under the Operation War Fighter internship program.

Objective 2: Designate an agency official or employee with full-time responsibilities for promoting veteran recruitment, employment, training, career development and retention.

- Strategy 1: Utilize special hiring authorities, job development and mentoring programs for veterans.
- Strategy 2: Educate and emphasize the importance of recruiting disabled veterans to management and hiring official when advising them of best hiring practices.

SKILLS DEVELOPMENT AND EMPLOYMENT

Objective 1: Align veterans and transitioning service member's knowledge, skills and abilities to employment opportunities.

Strategy 1: Develop an interactive program to translate military skills to civilian occupations and produce a document for veterans and transitioning service members outlining potential careers based on their military experience.

Strategy 2: Establish partnerships with vocational rehabilitation services offices, state employment offices, veteran's organizations, colleges/universities, and other facilities to obtain applications from disabled veterans.

Objective 2: Improve veterans and transitioning service members in obtaining and maintaining employment opportunities.

Strategy 1: Identify entry-level positions to be filled through the Veterans Readjustment Appointment (VRA) program and other authorities applicable to veterans that are 30 percent or more disabled.

Strategy 2: Align the Veterans Employment Initiative with other programs initiatives targeted to those Veterans who have the most difficulty in transitioning to employment, such as women, homeless, and disabled veterans.

Strategy 3: Partner with employees who are veterans with disabilities to participate in recruitment outreach efforts, including outreach to homeless and disabled veterans and their families.

Strategy 4: Develop and implement programs to maximize the retention of veterans within the Agency's workforce, particularly in those occupations, which are in high demand, i.e., Community Supervision Officers, Pretrial Service Officers and Information Technology.

Strategy 5: Develop a network of mentors within the Agency who will support the transition of veterans into the Agency's workforce.

MARKETING VETERANS EMPLOYMENT

Objective 1: Ensure veterans' knowledge, skills, abilities and experience meet the requirements of the Agency's mission.

- Strategy 1: Promote CSOSA and PSA to veterans, their spouses and transitioning service members that the Agency is “employer of choice.”
- Strategy 2: Make reasonable accommodation and Work Life Wellness information available to veteran applicants during the recruitment process, in vacancy postings, and through the Agency’s website.
- Strategy 3: Include a link to OPM’s Veterans Employment website on all job postings on the Agency’s website.

INFORMATION GATEWAY

Objective 1: Ensure veterans, transitioning service members and their families, managers and supervisors receive accurate and consistent information regarding veterans’ employment opportunities.

- Strategy 1: Establish a gateway to government-wide veterans’ employment information, training and talent development resources, and transition assistance, reintegration and support services via the Agency’s internet.
- Strategy 2: Provide training to HR professionals and hiring officials on veteran’s employment opportunities, including the strategic use of special hiring authorities, employment of military spouses, and reasonable accommodations for disabled veterans.
- Strategy 3: Modify current learning technology to ensure maximum distribution of training on veteran’s employment opportunities.

ACCOMPLISHMENTS (FISCAL YEAR 2011)

RECRUITMENT AND COMMUNITY OUTREACH

EEO continues to be involved in the recruitment process through its collaboration with the Human Resources Office (OHR) and the Agency's largest operating unit, Community Supervision Services (CSS). In addition, the EEO/OHR workgroup continues to participate in job fairs and develop EEO Action Plans to eliminate barriers to equal employment opportunity. The Agency's Special Emphasis Program Committees (Federal Women's Program, Hispanic Employment Program, and the Disability Employment Program) support these efforts.

In FY 11, CSOSA continues to utilize the Student Temporary Employment Program (STEP) throughout the Agency. OHR continues to support Executive Order 13548, in hiring disabled individuals. OHR has been afforded the opportunity, through the use of the Department of Labor (DOL) database, to acquire outstanding students who flourish in their positions.

CSOSA has been successful in recruiting and hiring efforts for minorities and women. In FY 11 CSOSA staff participated in the following job fairs and other community outreach activities:

- Eleanor Holmes Norton Job Fair, Washington, DC
- University of Maryland, College Park
- Old Dominion University, Norfolk, VA
- 2011 Military Extravaganza at Maryland University College Park
- George Washington University, Washington, DC
- Virginia Tech University, Blacksburg, VA
- Georgetown University, Washington, DC
- James Madison University Harrisonburg, VA
- Catholic University, Washington, DC
- Gallaudet University, Washington, DC
- Asian Fortune Event, Annandale Community College, Annandale, VA
- University of Virginia, Charlottesville, VA
- Towson University, Towson, MD

In FY 11, CSOSA established a Memorandum of Understanding (MOU) with the Hispanic Association of Colleges and Universities (HACU) Intern Program. As a result of the MOU, the Agency placed three interns in core areas of operations.

PSA has been very successful in its recruiting and hiring efforts for minorities and women as depicted by its noteworthy accomplishments during FY 11. Between October 2010 and September 2011, PSA hired eight new employees. Among the eight employees were four were minorities which included: a Black male; two Black females;

and a bi-racial female. The remaining new hires included a White male and three White females.

Throughout 2011, PSA continued to post vacancy announcements through OPM's USAJOBS site, and to recruit at local colleges and universities. Additionally, PSA utilizes a variety of sources as needed (i.e., professional websites, local newspapers) to recruit for more specific or targeted knowledge, skills and abilities.

PSA has expanded outreach to groups that are underrepresented in the workforce, with particular focus on Hispanic recruitment. PSA is researching and building relationships with organizations with a high constituency of Hispanics and organizations with the ability to connect Hispanic job seekers with the organization. Examples include:

- A PSA employee was on the planning committee for the League of United American Citizens, Federal Training Institute;
- PSA created a partnership with the Hispanic Association of Colleges and Universities (HACU) and hosted its second intern from June 2011 through August 2011;
- PSA's recruitment efforts focused on Hispanic-serving institutions at University of Maryland at College Park. In an effort to expand outreach, PSA continues to send vacancy announcements to the National Association of Latino Fraternal Organizations group and the DC Hispanic Employee Network; and
- PSA is building a partnership with the Columbia Heights Educational Campus, a public school in DC with a high concentration of Hispanic students, in support of its diversity initiatives and to enhance its overall recruitment strategies to bring a more diverse applicant pool.

Since 2006, PSA has been an exhibitor at the University of Maryland Hispanic Heritage Festival and at the Criminal Justice Career Fair promoting the federal government as an "employer of choice" and encouraging Hispanics majoring in social science to pursue careers at PSA.

PSA's managers and supervisors continue to support the Office of Human Capital Management and various groups (e.g., Hispanic Employment Program Committee, Federal Women's Program Committee and Disability Employment Program Committee) and programs (e.g., internship, mentoring and tuition reimbursement) by providing funds and allowing employees to participate in the various outreach and career fair opportunities to recruit, hire and retain a diverse workforce. In support of these important efforts, PSA employees lead the Federal Women's, Hispanic Program and Disability Employment Program Committees. Other PSA employees participate on these and other committees on an on-going basis.

GOAL 2:

Workforce Inclusion: By cultivating a culture that encourages fairness and a level playing field for all employees and applicants for employment

CAREER DEVELOPMENT OPPORTUNITIES

CSOSA continues to provide a range of leadership and management programs to assist employees with enhancing current skills and acquiring competencies to support their career development goals. CSOSA offers both internal and external leadership programs to all of its employees. This effort has assisted employees in establishing clear career paths and goals when devising their individual development plans. All leadership development program announcements are disseminated agency-wide, ensuring a fair and unbiased selection process for all applicants. Listed below are CSOSA accomplishments in the area of career development for FY 11.

In FY 11, CSOSA offered in six external leadership development programs for all employees grade levels GS-4 through SES. Those programs were the Aspiring Leaders Program, Looking Glass Experience, New Leaders Program, Executive Leadership Program, Harvard Senior Executive Fellows Program, Maximizing Your Leadership Potential, and the American Parole and Probation Leadership Institute. CSOSA had 15 employees to attend external leadership and/or executive leadership training this fiscal year. Of the 15 employees, 9 or 60% were Black females; 2 or 13% were Black males, 1 or 7% was a Hispanic female, and 3 or 20% were White females.

In FY 11, CSOSA sponsored its annual Administrative Professional Conference effort to provide developmental opportunities for employees in the administrative support category. A total of 66 administrative professionals attended the conference. Of that total, 59 or 89% were female and 7 or 11% were male. Sixty or 91% percent were Black, 1 or 1.5% was a Hispanic female, 4 or 6% were White females, and 1 or 1.5% was a White male.

CSOSA permits its employees to attend an array of career development courses offered through the Small Agency Council (SAC). During FY 11, nine CSOSA employees completed training offered by the SAC. Of those employees, 7 or 78% were Black females, 1 or 11% was a Black male, and 1 or 11% was a White female.

In addition to our external training programs, in FY 11, CSOSA offered 175 internal training courses/workshops as a means to promote skills enhancement and career development. This training included courses in communications, community supervision evidenced based practices, mental health, substance abuse, various

software and business skills, health and wellness and technical in-service trainings. In FY 11, 152 CSOSA employees participated in formal Agency Career Development Programs as listed below:

- Tuition Reimbursement Program - 71 participants
- Formal Mentoring Program - 15 participants
- Leadership Potential Program - 66 participants

In FY 11, approximately 97 percent of the training offered to the Agency's workforce is directly tied to the Agency's mission. This allows CSOSA to measure the effectiveness of training programs/courses via individual performance evaluations.

In FY 11, the Agency continued to promote continual career development by supporting participation in external training opportunities, such as professional conferences, seminars, and webinars. Agency employees participated in various conferences to include Blacks in Government (BIG), Federally Employed Women (FEW), National Latina Symposium and the National and Association of Blacks in Criminal Justice (NABCJ).

PSA has a comprehensive Career Management System which consists of a formal mentoring program, a tuition reimbursement program, a Substance Abuse Treatment Training Program, and a Supervisory Development Program. In FY 2011, 73 (19%) of PSA's employees participated in the various Career Management System programs.

PSA's tuition reimbursement program permits employees to take approved courses at accredited colleges and institutions to develop or enhance knowledge and skills needed for their current positions. Employees are eligible to receive reimbursement for the cost of tuition for these courses. In FY 11, 10 employees took advantage of this program. Of that number, ninety percent of these participants were female and ninety percent were minorities.

In FY 11, PSA sponsored numerous formal leadership developmental opportunities to assist staff at all levels in developing leadership qualities and initiative. Among these programs were OPM's LEAD Program (Team/Project Leads, Supervisors, Managers and Senior Executive levels), the Graduate School's Aspiring Leaders and New Leader Programs, and the Center for Creative Leadership's Leadership Fundamentals Program. Twenty-two (6%) of PSA employees participated in those programs. Seventy-seven percent of those participants were female, and 100% were minorities.

In FY 11, 137 PSA employees attended mandatory EEO-Diversity and No FEAR Act training.

In FY 11, PSA provided numerous on-site training opportunities for all employees geared towards diversity. One hundred sixty employees completed training courses directly related to: overcoming communication barriers, diversity beyond race and gender, diversity for managers and working with multiple generations in the workplace.

MENTORING

In FY 11, CSOSA held a Mentoring Program for its internal Leadership Development Program (LPD). The agency provided mentors to 15 LDP participants. Of the 15 mentees, 4 or 27% were Black Males; 6 or 40% were Black females; 1 or 7% was a White male; 2 or 13% were White females; 1 or 7% was an Asian male; and 1 or 7% was a Hispanic female.

In FY 11, PSA concluded the fifth iteration of its formal Mentoring Program, which is a structured program, designed to support and enable the transfer of institutional knowledge and skills from senior leaders and subject matter experts to other employees throughout the Agency. Of the 30 (8%) participants, over 75% were female and 75% were minorities.

PSA also supports a formal mentoring program for new supervisors, who are paired with more experienced managers for the first year. The two formal mentoring programs allow for a cross-pollination of skills and experiences. In FY 11, 14 new supervisors and managers received mentoring. Of these employees, 50% were female and 93% were minorities.

SUCCESSION PLANNING

In FY 11, there was a decrease in the number of separations, 59 in comparison to 87 in FY 10. Males represented 49% (29) and women represented 51% (30) of the separations in FY 11. Whites represented 25.4% (15); Blacks 64.4% (28), Hispanics 3.88% (2), Asians 5.08% (3) and two or more races 1.69% (1) of the separations in FY 11 (**Workforce Data Table A14**). As a Law Enforcement Agency, employees in our core occupations are faced with a mandatory retirement age of 57. Our Agency has developed an integrated succession management program to replace employees who separate from the Agency and to develop the skills of new and current employees through various training programs that emphasize management and leadership skills.

ACTIONS:

In support of an inclusive and family friendly workplace, our Agency has implemented a telework program. Additionally we designed and implemented a mandatory Diversity Training program which was recently implemented for the entire workforce. It is our goal to provide diversity training to the entire workforce over a two-year period and to have biennial refresher training in future years for all employees. Besides Diversity Training, all employees are required to attend Sexual Harassment and No Fear training on a biennial basis. In addition, all new employees go through a full week of orientation in which they receive EEO Training along with our EEO and Diversity Policy.

With respect to our Affirmative Employment program, the EEO Office has established and coordinates three Special Emphasis Programs for Hispanics, the Disabled and for Women. We also coordinate the activities of a Special Observance Committee which

among other things, sponsor our Agency's signature "Diversity Day: Taste of CSOSA – PSA Event." All members of our Special Emphasis Programs and our Special Observance Committee perform their duties on a collateral basis, typically dedicating 10 to 20 percent of their time to their collateral duty functions.

GOAL 3:

Sustainability of a Diverse and Inclusive Workforce

The Agency is in the process of establishing a Diversity and Inclusion Council. The Council will be headed by the Directors of CSOSA and PSA and include the Executive staff of both agencies. The Council will meet on a quarterly basis to monitor the implementation of our action plan and guide us in our continuing effort to achieve and maintain a diverse workforce. As an expression of our Agency's commitment to Equal Employment Opportunity, a critical EEO element has been added to the performance plans of all SES employees, as well as an EEO competency (job knowledge) in the performance plan of all supervisors and managers.

Our Agency is looking forward to participating in OPM's Diversity and Inclusion Best Practices Program pursuant to the governing Executive Order. As mentioned above, CSOSA and PSA have a very active training program, which includes Diversity and EEO Training. The Directors of PSA's Human Capital Management Office and CSOSA's Office of Human Resources, in collaboration with the EEO office, will continue to meet on a monthly basis to make sure that the mechanisms are in place to sustain and nurture our respective Agencies' diversity and inclusion goals.

APPENDIX A

REFERENCES

APPENDIX B

DIVERSITY AND INCLUSION CHART