



Court Services and Offender Supervision Agency and
Pretrial Services Agency
Strategic Plan for Promoting Employment Opportunities for
People with Disabilities

FY 2011 – FY 2016

COURT SERVICES AND OFFENDER SUPERVISION AGENCY
Strategic Plan for Promoting Employment Opportunities for
People with Disabilities

A. NAME AND ADDRESS OF AGENCY

COURT SERVICES AND OFFENDER SUPERVISION AGENCY (CSOSA)
633 INDIANA AVENUE, NW
WASHINGTON, DC 20005

B. NAME AND TITLE OF DESIGNATED SENIOR EXECUTIVE RESPONSIBLE FOR IMPLEMENTING THIS PLAN

For Court Services and Offender Supervision Agency:
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FOR PRETRIAL SERVICES AGENCY:
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C. NAME AND TITLE OF CONTACT PERSON COORDINATING THE DEVELOPMENT AND SUBMISSION OF THIS STRATEGIC PLAN:

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Recruiting and Hiring People with Disabilities FY 2011-2016 Strategic Plan

In accordance with Executive Order 13548, which requires the federal government to become a model employer in the hiring, development and retention of persons with disabilities, the Court Services and Offender Supervision Agency (CSOSA) and Pretrial Services Agency (PSA), an independent entity within CSOSA, submit this Strategic Plan. Approximately 54 million Americans are living with a disability. The Federal Government has an important interest in reducing discrimination against Americans living with a disability, in eliminating the stigma associated with disability, and in encouraging Americans with disabilities to seek employment in the Federal workforce. Individuals with disabilities currently represent just over 5 percent of the nearly 2.5 million people in the Federal workforce, and individuals with targeted disabilities currently represent less than 1 percent of that workforce.

To support our mission and to meet the requirements of Executive Order 13548, we are committed to aggressively promoting employment opportunities for individuals with disabilities. For the purposes of this plan, CSOSA and PSA will be at times referred to separately and independently as either PSA or CSOSA and at times together as one organizational entity the “Agency.”

This plan includes several strategies to ensure:

- 1) Accountability for meeting measurable goals to increase the number of employees with disabilities and targeted disabilities within our agency;
- 2) A Framework for the recruitment and hiring of individuals with disabilities, including partnerships with the Workforce Recruitment Program (WRP) and Operation War Fighter program (OWF);
- 3) Training to Human Resources and Hiring Managers to increase awareness of and use of effective tools to recruit, hire, and retain individuals with disabilities;
- 4) Improved collaboration between the Office of Workers’ Compensation Programs and HR staff to return-to-work individuals who were injured in the performance of their duties and;
- 5) Hiring goals for people with disabilities which are linked to the Agency’s Human Capital Plan.

Overview

The Court Services and Offender Supervision Agency (CSOSA) is a unique agency, founded to alleviate the severe financial distress of the District of Columbia and strengthen an overburdened criminal justice system. The mission of CSOSA is to increase public safety, prevent crime, reduce recidivism, and support the fair administration of justice in close collaboration with the community.

The D.C. Pretrial Services Agency (PSA) was established as an independent entity within CSOSA in the Executive Branch of the Federal Government under the National Capital Revitalization and Self-Government Improvement Act of 1997. Although a relatively new federal agency, PSA has served the District of Columbia for the last 40 years and is a widely recognized national leader in the pretrial field. Its mission is to assess, supervise, and provide services for defendants, and collaborate with the justice community, to assist the courts in making pretrial release decisions.

STRATEGIC HUMAN CAPITAL PLAN

The Agency's Human Capital (HC) Plan builds on the growing body of evidence throughout industry, and government that acknowledges the alignment of organizational capacity and development with human capital management. Our vision for human capital management initiatives will transform how we employ, deploy, develop and evaluate our workforce. It is objective rather than process driven. It is also designed to achieve and sustain CSOSA's recruitment goals which among other things include the hiring and development of people with disabilities.

It is crucial that we build on our previous success of placing the right people in the right jobs in order to most effectively achieve the agency's strategic goals. While the importance of recruiting, developing, and retaining the best possible workforce will continue to be the centerpiece of our human capital strategies, the HC Plan is specifically tailored to support a high level of care and service for our employees in high-growth areas such as the community supervision officers (CSO's).

Finally, CSOSA's strategic human capital planning process recognizes that planning, budgeting, and execution are now the preeminent focus of our efforts. In the coming years; we will begin a regular cycle of analyzing the highest impact activities, best human capital practices, and resource implications for our Agency. Further we will analyze metrics, determine progress, and revise strategies with an Agency-wide focus. While CSOSA has consistently recognized that our employees are the foundation of our success, our Human Capital efforts marks an important step in developing an effective and engaged workforce that correlates to improved outcomes and diversified workforce.

Persons Disabilities

During fiscal year 2010, people with reportable disabilities in the Agency increased from 72 to 79 employees. This represents a rate change of 9.72%. With specific reference to persons with targeted disabilities (PWTD), the number of employees identified as PWDT decreased from 8 to 6 between FY 09 and FY 10. This decrease of PWDT is due to the fact that three employees with PWDT, representing a 3.85% change, separated from the Agency during fiscal year 2010. Thus, it is apparent that while the Agency hired new employees with targeted disabilities, it lost more employees than it hired in this category during the year. While the participation rate of PWTD remains under the Federal benchmark of 2.3%, the Agency is proud of the 9.72 increase of persons with disabilities (PWD) that it experience in FY 2010.

The grade distribution for persons with disabilities across the general pay schedules is consistent to that of the Agency's general workforce with the majority of PWD clustered at the GS- 12/13 grade levels. In FY 2010, of the 79 employees with disabilities, 41.3% (33) held positions at the GS 12/13 level, 48.0% (38) at grades GS/GL-11 and below, and 16.3% (13) at the GS-14/15 level. These statistics are consistent with that of the prior fiscal year, wherein 50.0% of the 74 persons with disabilities held positions at the GS-12/13 grade level, 36.4 % (27) were at GS/GL-11 and below, and 10.8% (8) were at the GS-14/15 grade level.

Internal Promotions

The percentage of persons with disabilities receiving internal competitive promotions decreased slightly in FY 2010. As such, only one of the 22 internal competitive promotions awarded went to a disabled employee. That PWD was promoted to the GS-14 grade level. In FY 2010, six PWD received career ladder promotions. Of these six PWD, one had a targeted disability.

CSOSA's Plan to Implement President Obama's Executive Order (EO) 13548

I. Senior-Level Agency Official

CSOSA acknowledges that the key component to promoting opportunities for individuals with disabilities is buy-in from senior level management. To ensure that CSOSA is fully committed to the recruitment and hiring of individuals with disabilities, the Deputy Director of CSOSA, Adrienne R. Poteat, has designated herself as the senior-level official accountable for the development and implementation of this strategic plan. In this capacity, she has created two organizational components whose primary mission is to ensure that the measurable targets contained within this plan are met or exceeded.

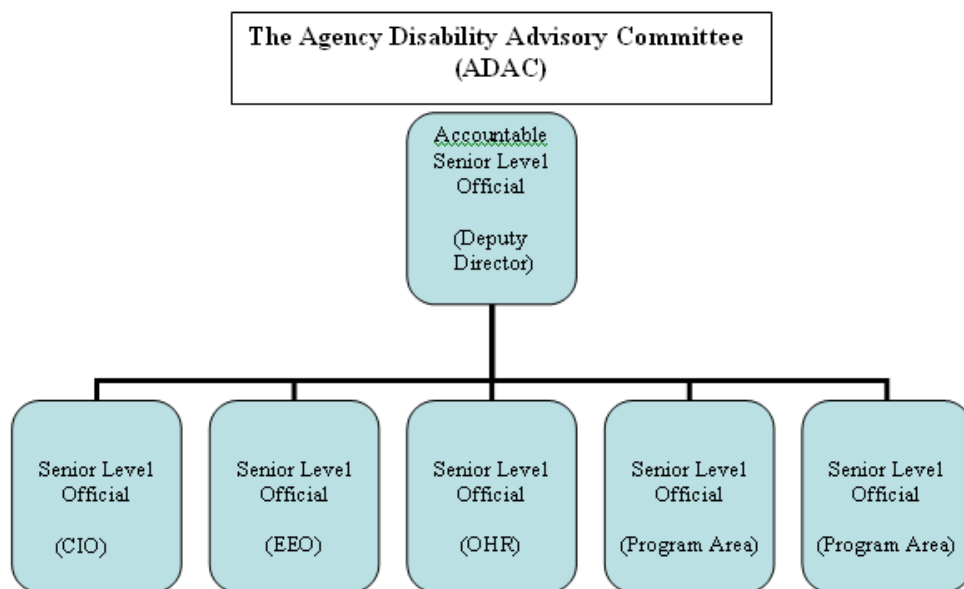
These organizational components are:

- 1) The Agency Disability Advisory Committee (ADAC)
- 2) The Disability Recruitment Program (DRP)

The **Agency Disability Advisory Committee** will oversee current workforce planning efforts to ensure CSOSA is improving its demographics for people with disabilities and complying with Executive Order 13548. This group of senior-level officials will hold hiring managers and human resources professionals accountable for actively recruiting and hiring employees with disabilities. Its primary responsibility will be to both oversee and partner with the Disability Recruitment Program, Office of Human Resources, and Senior Hiring Managers to promote the hiring of individuals with disabilities throughout the organization. The ADAC will be responsible for identifying suitable positions, assisting in the recruitment of qualified disabled applicants, assisting in the advertising of any mandatory or optional training programs, and ensuring that the goals and requirements within this strategic plan and EO 13548 are communicated and acted upon throughout the organization. ADAC members will also re-enforce CSOSA/PSA's core

values in their respective areas by discussing the hiring program at staff meetings, promoting efforts in the Agency’s newsletters, and overseeing the hiring of qualified disabled candidates into vacant positions.

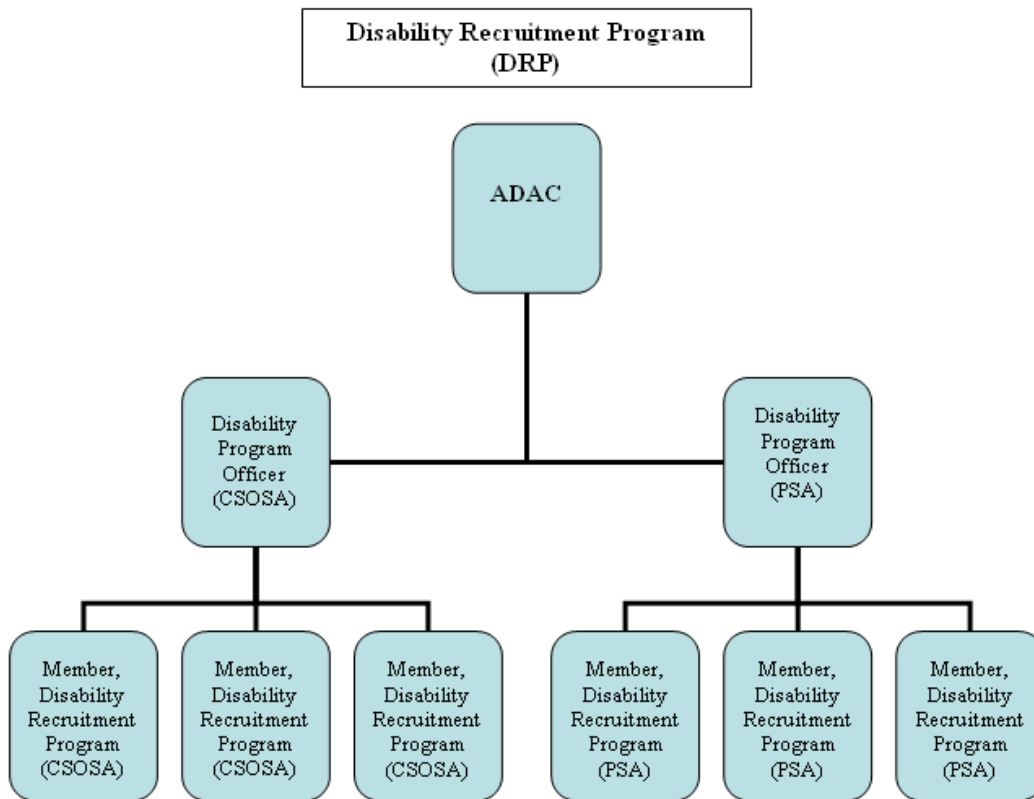
The Chair of the ADAC will be the Senior Level Agency Official (currently the Deputy Director), and will ensure that the Disability Recruitment Program has complete and total support from all levels of the organization. At least one member of the ADAC will be from the Chief Information Office, which is responsible Section 508 matters. At least one member will be from the Office of Human Resources, which is primarily responsible for the recruitment and hiring of all applicants within the agency, including those with disabilities. Additionally, at least one member will be from the Office of Equal Employment Opportunity, whose mission is to achieve a representative workforce, including promoting employment opportunities for persons with disabilities.



The **Disability Recruitment Program** will be a team of employees tasked with ensuring the success of workforce planning efforts by actively recruiting and working with Hiring Managers and Human Resources Specialists within CSOSA. The Disability Recruitment Program will be led by two Disability Program Officers from within Human Resources: one representing CSOSA and the other representing PSA. The Disability Program Officers will be the Agency’s point of contacts and chief advocates for the recruitment of individuals with disabilities. They will be responsible for leading the Disability Recruitment Program to ensure that the hiring of disabled applicants is a priority throughout the organization. The Disability Program Officers will also be responsible for:

- 1) Coordinating training for Human Resources staff and Hiring Managers on hiring flexibilities and resources;
- 2) Maintaining the “priority consideration” list of disabled applicants with Schedule A candidacy;

- 3) Advocating for the promotion and employment of veterans with disabilities;
- 4) Maintaining an open, ongoing, registry of 10-point veterans;
- 5) Serving as the primary partner and contact with the WRP and OWF programs;
- 6) Serving as the Agency's primary partner and contact with universities and other organizations that represent disabled applicants and communities;
- 7) Serving as the Agency's chief advocate for the disabled community and partnering with hiring managers to find and bring in the best talent;
- 8) Serving as a reference point and contact for requests for reasonable accommodation;
- 9) Calling meetings and leading the Disability Recruitment Program members in the accomplishment of the President's requirements; and
- 10) Reporting to the Agency's accountable senior-level official and the ADAC on CSOSA/PSA's actual progress towards meeting the Agency's established goals.



The Disability Recruitment Program must have a member from the Chief Information Office to coordinate requests for accommodations and ensure each individual is provided with the resources to succeed upon entry on duty. The Disability Recruitment Program must also contain senior-level Hiring Managers within program areas that will be able to make and influence hiring decisions within the Agency. The ADAC will be responsible for recommending employees to be members of the DRP.

CSOSA/PSA will establish the ADAC and DRP, including assigning responsibilities to Disability Program Officers and team members, by the Fourth Quarter of FY 2011.

II. CSOSA Measurable Targets for Increasing Employees with Disabilities

At the end of FY 2010, CSOSA had a workforce of 1,241 permanent full-time or part-time employees.¹ Of these employees, 79 had a reportable disability (6.37%) and 6 had a targeted disability (0.48%). The Federal workforce averages for employees with disabilities are just over 5% and just under 1% for targeted disabilities, respectively. At the end of FY 2009, the highest percentage of people with targeted disability in any Federal agency was 2.3%. CSOSA recognizes that it must improve its numbers to comply with the President's directive and ensure a more representative workforce, particularly in regard to the recruitment of individuals with targeted disabilities. To accomplish the goals of President Obama's EO 13548, CSOSA has set aggressive five-year and annual targets:

5 Year Goals:

At the end of FY 2016, CSOSA hopes to achieve a net increase of 12 employees with disabilities, or that employees with disabilities comprise 7.3% of its total workforce. Additionally, CSOSA hopes to achieve a net increase of 6 employees with targeted disabilities, or that employees with disabilities comprise 0.96% of its total workforce.

Annual Goals:

CSOSA will set aggressive annual goals for the employment of individuals with disabilities. These targets could change based on workforce planning/ budget requirements over the next 5 years; however, these goals are a floor for what CSOSA expects to accomplish in regards to the employment of individuals with disabilities.

¹ To be consistent with Part J of our MD-715 report we only report the number of permanent employees. In fiscal year 2010, the Agency's total workforce including temporary employees was 1260 employees.

Fiscal Year	Net Increase of Employees with Disabilities	Net Increase of Employees with Targeted Disabilities	Projected Percent of Employees with Disabilities at CSOSA	Projected Percent of Employees with Targeted Disabilities at CSOSA
FY 2011	2	1	6.6%	0.56%
FY 2012	2	1	6.7%	0.64%
FY 2013	2	1	6.8%	0.73%
FY 2014	2	1	7.0%	0.80%
FY 2015	2	1	7.2%	0.88%
FY 2016	2	1	7.3%	0.96%
5 Year Totals:	12	6	7.3%	0.96%

III. Recruitment Strategies

To accomplish these targets, CSOSA recognizes it will need to expand its recruiting strategies with a specific emphasis on bringing in employees with disabilities. CSOSA believes that the creation of a Disability Program Officer, and Disability Recruitment Program, based within the Office of Human Resources, is the first step to ensuring disability recruitment has ongoing focus and accountability. These employees will be responsible for researching, reviewing, and expanding the strategies and partnerships that are at the crux of bringing in individuals with disabilities who are perfectly matched for the mission of CSOSA. Having senior-level support from the ADAC will ensure support and buy-in from every level of the organization.

Additionally, the following strategies and programs will be utilized to ensure CSOSA is able to accomplish its mission and meet its recruitment targets contained within this plan:

a. Targeted Recruitment of Individuals with Disabilities

- i.** The Disability Program Manager will compile a list of groups that service potential applicants with disabilities. CSOSA/PSA will ensure that its vacancy announcements are sent to these groups when jobs are posted on USAJOBS.gov.
- ii.** The Disability Program Manager will reach out to advocacy groups and universities that represent disabled populations and will ensure these groups are notified when CSOSA/PSA representatives attend job fairs and other recruitment events.
- iii.** CSOSA/PSA, through the ADAC and Disability Recruitment team, will reach out and establish partnerships with District of Columbia (and national organizations), such as but not limited to:
 - i.** DC Department on Disability Services, Rehabilitation Services Administration;

- ii. Virginia Department of Rehabilitation Services
- iii. Disabled Veterans' Outreach Programs
- iv. Disabled Transition Assistance Programs
- v. Disability Resource Centers at colleges and universities.

- iv. CSOSA/PSA will explore the potential opportunities/resources of OPM's shared register for applicants with disabilities, designed by Bender Consulting Services.

b. The Workforce Recruitment Program (WRP)

- i. The Workforce Recruitment Program, coordinated by the Office of Disability Employment Policy (ODEP) and the U.S. Department of Defense, is a recruitment and referral program that connects federal and private sector employers with highly motivated postsecondary students and recent graduates with disabilities who are eager to prove their abilities in the workplace through summer or permanent jobs. Over 20 Federal agencies regularly utilize the WRP as a recruiting source with more than 5,500 students obtaining Federal employment since 1995.
- ii. CSOSA is committed to utilizing the WRP to find motivated post-secondary students and recent graduates with disabilities who would be an ideal match for the mission of CSOSA.
- iii. The Disability Program Manager will have an account in the WRP system and will actively search for individuals with disabilities whose experience fits the needs of positions within CSOSA. The Disability Recruitment Program will actively promote and recommend students from the WRP who seem to be excellent matches with program areas within CSOSA.
- iv. The ADAC and Disability Program Team will promote the WRP to Hiring Managers at CSOSA as an alternative method to recruiting highly qualified applicants.
- v. The Agency hopes to hire candidates annually from the WRP program. CSOSA/PSA will consider candidates for both permanent and temporary positions.

c. Operation Warfighter Internship Program

- i. The Operation Warfighter Internship program, sponsored by the Department of Defense, is an internship program for wounded, ill, and injured service members who are convalescing at military treatment facilities across the United States.
- ii. CSOSA/PSA is committed to exploring the possibility of using Operation Warfighter as a way to provide on-the-job training, apprenticeships, and non-paid work experience to disabled veterans.
- iii. The Disability Program Manager will reach out to the Operation Warfighter program to determine if the program would be a good fit with the mission of the Agency.

- iv. CSOSA/PSA hopes to bring in a veteran from the Operation Warfighter Program each year.

d. Priority Consideration in the Hiring Process

- i. CSOSA/PSA will follow the lead of the Department of Labor in implementing a “Priority Consideration” model in the hiring process. The Office of Human Resources, in coordination with the Disability Program Officer, will pre-qualify candidates with disabilities and add them to a talent bank. CSOSA/PSA will then require hiring managers to review these pre-qualified candidates with disabilities prior to the posting of job announcements.
- ii. CSOSA/PSA 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;
 - ii. Federal Employees Compensation Act (FECA) claimants who qualify and choose to participate will be included in this talent bank.
- iii. Human Resources, in coordination with the Disability Program Manager, will pre-qualify resumes based on the job title, series, duties and grade of the position, and will also verify certifications.
- iv. Once a talent bank has been established, Hiring Managers will be briefed on the processes for considering applicants in the talent bank.
- v. If there are qualified individuals with disabilities for a vacancy, HR and the Hiring Manager would have to consider these applicants. Only after it is determined that the Hiring Manager does not want to select one of the pre-qualified disabled applicants will the job be posted to USAJobs.gov.
- vi. CSOSA/PSA 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 Disability Program officer 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.
- vii. CSOSA’s list of qualified veterans eligible for a Veterans Readjustment Appointment (VRA) and qualified 30 percent compensable veterans will be considered alongside this Schedule A talent bank before posting a position.

IV. Training

Training is a key component to ensuring that the goals of the President’s Executive Order 13548 are fully accomplished. CSOSA/PSA will continually evaluate/offer training programs and the Disability Program Officers 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 Disability Program Officer 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 Disability Program Officers 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 coordination with the Office of Human Resources, 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.

V. Return to Work Initiative

For CSOSA, the Employee & Labor Relations section, Office of Human Resources, 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 that agency’s return to work initiative. Ms. Dee Calvert, Assistant Director, Employee and Labor Relations, for CSOSA’s Office of Human Resources is the POWER Representative for that organization. For PSA, Mr. Aden Williams, Human Resource Specialist, will be the POWER Representative.

In Fiscal Year 2010, CSOSA had only 13 employees out on workmen compensation and all 13 of them returned to work within a week of their injury. PSA’s track record for returning injured employees to work is just as strong as that of CSOSA. In Fiscal Year 2010 only three PSA employees were out on workmen compensation. They were out for a total of 13 days and average under five days away from the workplace. In order to

facilitate the return of injured employees to the workplace, PSA provided light or modified duty as a form or reasonable accommodation to its returning employees.

CSOSA's Office of Human Resources (Employee & Labor Relations Training and Career Development (TCDC) and Staffing sections), the ADAC, Disability Program Officer and Chief Information Officer will work together to ensure that the following principles are applied in returning individuals who were injured on the job to duty:

1. **Timely Filing:** CSOSA believes that the best way to achieve a high return-to-work rate is the timely filing of on-the-job reporting and illness reporting requirements. We believe that the sooner an employee is treated, the quicker the recovery will be, and the sooner that employee will be able to return to work. As a result, E&LR Specialists provide periodic training to supervisors, reminding them of the urgency of obtaining timely claims from employees (or completing the forms for employees when appropriate). E&LR Specialists work closely with supervisors to ensure proper completion of the supervisor's portion of the forms, ensure that complete and accurate information is forwarded to the Department of Labor (DOL), and coordinate with DOL Claims Examiners to ensure proper handling of each case until it is fully adjudicated and closed.
2. **Regular Record Keeping:** CSOSA will work to identify work for all eligible, injured employees who have been released by their physician to return to work. Until the employee returns to work, E&LR will work closely with supervisors to ensure that they maintain contact with their injured employees and obtain updated medical documentation to support their absences.
3. **Focus on Safety:** CSOSA believes that a proactive approach to safety is critical to avoiding on-the-job injuries. As such, CSOSA provides safety training in its Community Supervision Officer Academy, its week-long new employee orientation, and through other on-the-job training offerings hosted by, or coordinated through, the TCDC staff.
4. **Partnership with the Disability Program Officer and Office of Human Resources (Employment and Compensation):** The Employee & Labor Relations section within the Office of Human Resources will partner with the Disability Program Officer to ensure FECA candidates are included on the CSOSA "priority consideration" talent bank. Additionally, when an employee is identified as ready to return to work, the ADAC in coordination with an Employee & Labor Relations Specialist will partner with a Staffing Specialist to ensure that there is an available position to return that employee to if the same or similar position held prior to the injury is no longer vacant and available. Additionally, if the employee needs a reasonable accommodation to return to work, the Employee & Labor Relations Specialist may coordinate and partner with the Disability

Program Officer and Chief Information Officer and General Counsel's Office if needed, to determine if the requested accommodation is both reasonable and feasible.

5. **Quarterly Monitoring:** While there are no employee in CSOSA who have lost more than 31 work days because of injury, in the event that such a case arose, its Employee & Labor Relations Section will produce Quarterly reports on the status of employees who have yet to return to work. This report will be given to the Associate Director, Office of Human Resources, and the ADAC Chair. The Associate Director, Office of Human Resources, and the ADAC, will be responsible for ensuring accountability in returning employees to work on a timely basis.

People With Disabilities (PWD) Recruitment and Hiring Plan

Objective #1: Establish Organizational Structure to Promote Employment Opportunities for Individuals With Disabilities				
Task	Timeframe	Status	Completion Date	Responsible Party
Identify an Accountable Senior-Level Official (SES-level)	FY 2011, Q2	Completed	March 1, 2011	Deputy Director, CSOSA
Establish the FY 2011-2016 Strategic Plan	FY 2011, Q2	Completed	March 15, 2011	Deputy Director/ OHR/ EEO
Form ADAC, Assign Members and Roles	FY 2011, Q4	TBD		Deputy Director/ OHR
Assign Responsibilities of Disability Program Officer to Employee within Office of Human Resources	FY 2011, Q4	TBD		Deputy Director/ Chief, OHR
Create Disability Recruitment Program	FY 2011, Q4	TBD		Deputy Director/ Chief, OHR/ Disability Program Officer
Objective #2: Establish Targets for the Hiring of Individuals with Disabilities to Meet the Requirements in President Obama's Executive Order 13548				
Task	Timeframe	Status	Completion Date	Responsible Party
Establish 5-Year Hiring Targets in Compliance with OPM and Executive Order	FY 2011, Q2	Completed	March 15, 2011	Deputy Director/ OHR
Establish Annual	FY 2011, Q2	Completed	March 15, 2011	Deputy Director/ OHR

Hiring Targets in Compliance with OPM and Executive Order				
Monitor Hiring Data Against Targets	Ongoing	Ongoing		EEO/ Disability Recruitment Program
Annual Report of Progress at Meeting Targets of Strategic Plan	FY 2012, Q1 FY 2013, Q1 FY 2014, Q1 FY 2015, Q1 FY 2016, Q1	TBD		EEO/ Disability Recruitment Program
Adjusting Annual Hiring Targets, as Needed (But using FY 2011 Targets as “Floor”)	FY 2012, Q1 FY 2013, Q1 FY 2014, Q1 FY 2015, Q1 FY 2016, Q1	TBD		ADAC/ Disability Recruitment Program

Objective #3: Recruitment Strategies to Promote Employment Opportunities for Individuals With Disabilities

Task	Timeframe	Status	Completion Date	Responsible Party
Compile a list of groups that service potential applicants with disabilities	FY 2011, Q3	TBD		Disability Program Officer
Reach out to advocacy groups; ensure notification for job fairs	FY 2011, Q3 Ongoing	TBD		Disability Program Officer
Establish potential partnerships with area groups	FY 2011, Q4 Ongoing	TBD		Disability Program Officer
Contact OPM regarding shared register of applicants with disabilities	FY 2011, Q3	TBD		Disability Program Officer
Register with the WRP program	FY 2011, Q4	TBD		Disability Program Officer
Review candidates within the WRP program	FY 2011, Q4	TBD		Disability Program Officer
Meet with ADAC and Disability Recruitment Program to promote and find potential buy-in for the WRP	FY 2011, Q3	TBD		Disability Program Officer/ Disability Recruitment Program/ ADAC
Recruit and Hire Employees through the WRP	FY 2011, Q4 And then Ongoing	TBD		Disability Program Officer/ Disability Recruitment Program/ ADAC/ Hiring Managers
Contact OWF	FY 2011, Q3	TBD		Disability Program

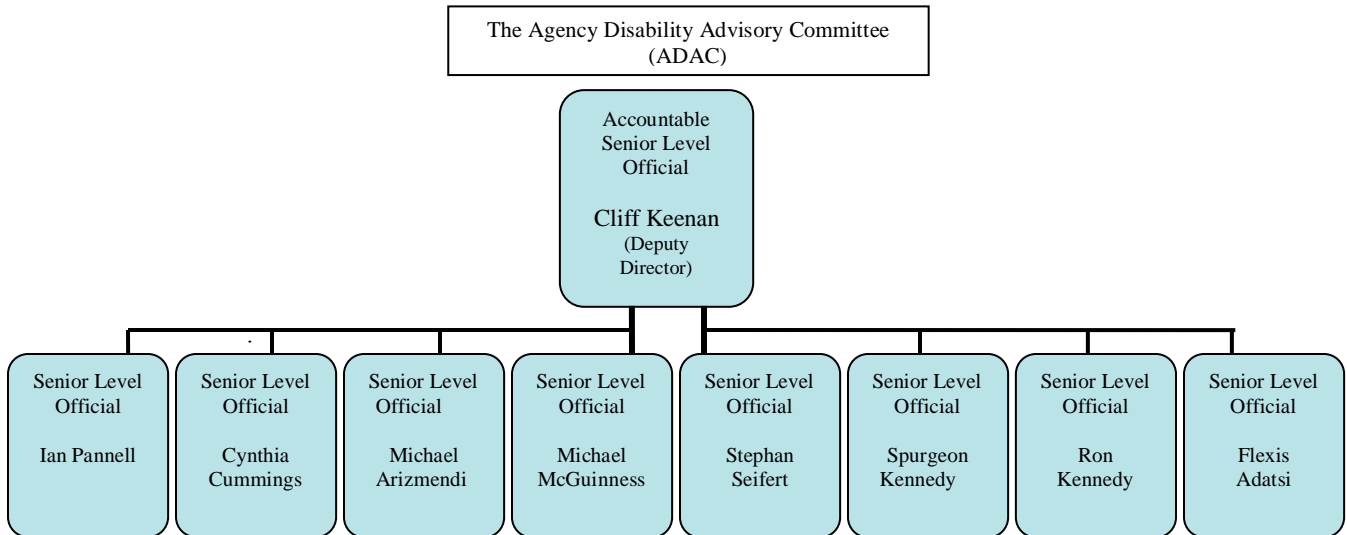
program				Officer
Meet with ADAC and Disability Recruitment Program to promote and find potential buy-in for the OWF	FY 2011, Q3	TBD		Disability Program Officer/ Disability Recruitment Program/ ADAC
Recruit and Hire Employees through the OWF	FY 2011, Q4 And then possibly ongoing	TBD		Disability Program Officer/ Disability Recruitment Program/ ADAC/ Hiring Managers
Develop mechanism for the solicitation and intake of resumes and disability certifications	FY 2011, Q4	TBD		Disability Program Officer
Pre-qualify resumes	FY 2011, Q4 and ongoing	TBD		Disability Program Officer/ Office of Human Resources
Develop a Schedule talent bank	FY 2011, Q4	TBD		Disability Program Officer/ Office of Human Resources
Add Schedule A Statement to All Vacancy Announcements	FY 2011, Q4	TBD		Office of Human Resources
Maintain list of qualified 30 percent compensable disabled veterans	Ongoing	TBD		Office of Human Resources
Make Schedule A selections	Ongoing, but targeted push starting in FY 2011, Q4	TBD		Disability Recruitment Program/ Office of Human Resources/ ADAC
Objective #4: Training to Promote Employment Opportunities for Individuals With Disabilities				
Task	Timeframe	Status	Completion Date	Responsible Party
Mandatory Training to Human Resources Specialists within Employment and Compensation Section on Schedule A Hiring	FY 2011, Q3	TBD		Office of Human Resources
Training on Schedule A "talent bank" and the procedures for "priority consideration"	FY 2011, Q4	TBD		Disability Program Officer
Training Hiring Managers on Schedule A Hiring	FY 2011, Q4 & ongoing	TBD		Office of Human Resources/ ADAC/ DRP

Training on WRP, OWF for Hiring Managers	FY 2011, Q3 & Q4	TBD		Disability Program Officer/ DRP/ Office of Human Resources
Contact Office of Disability Employment Policy to schedule a briefing on accommodations.	FY 2011, Q4	TBD		ADAC/DRP
Disability Awareness Events and Trainings	Ongoing	TBD		EEO/ OHR/ DRP/ ADAC
Objective #5: Return to Work Initiative				
Objective	Timeframe	Status	Completion Date	Responsible Party
Review data regarding the timeliness of Return to Work filing	FY 2011, Q3	TBD		Employee & Labor Relations Section, OHR
Monitor case processing for timeliness of Return to Work initiatives.	FY 2011, Q3	TBD		Employee & Labor Relations Section, OHR
Produce Quarterly report of Employees who have not yet returned to work	FY 2011, Q4 and then ongoing on a quarterly basis	TBD		Employee & Labor Relations Section/ OHR/ ADAC
Assess Return to Work Program and Propose Improvements as Needed	FY 2012, Q1 and then ongoing on a quarterly basis	TBD		OHR/ ADAC

PSA’s Plan to implement EO 13548:

Although PSA will be working jointly with CSOSA to implement EO 13548, as an independent entity within that organization, it feels compelled to create independent mechanism for achieving the joint goals set out in this strategic plan. PSA’s Office of Human Capital Management (OHCM) in collaboration with PSA’s program and support offices will also establish an Agency Disability Advisory Committee (ADAC) to supplement current workforce planning efforts to improve the demographics for people with disabilities, and comply with Executive Order 13548. This ADAC will establish PSA’s annual numerical hiring goals for people with disabilities and determine the appropriate occupations and accommodations required, oversee the hiring effort, and ensure supervisors participate in mandatory training as part of the executive order. This section of the strategic plan will address PSA’s initiatives for developing a talent pipeline to recruit, retain, and develop qualified candidates for current and future workforce needs.

Described below is PSA’s ADAC which will be led by its Deputy Director Cliff Keenan. PSA’s ADAC will send a representative to be part of CSOSA’s Disability Recruiting Program Team which is described above.



PWD Recruitment and Hiring Agenda

Training Topics for Administrators and Managers:

- 1) Schedule A Hiring – an excepted service appointment authority that covers individuals with mental retardation, severe physical disabilities, or psychiatric disabilities.
- 2) Office of Disability Employment Policy/Job Accommodation Network – leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues.
- 3) Agency Mentoring Relationship – proven organizational and career development tool that fosters employee retention and the spread of institutional knowledge. The mentoring program is a component in PSA’s Career Management System.
- 4) PERCVD Diversity Training – a full-service employment placement and diversity training firm with the expertise to help source, identify, and hire the diverse talent that meets specific needs.

Develop PWD Talent Pipelines:

As described above, PSA will work with DRP to develop a pipeline of talented PWD as an employment resource for our agency. We will establish partnership with the Department of Labor Workforce Recruitment Program and with DoD’s Operation Warfighter programs to identify potential disabled employees and interns to join our organization.

PWD Marketing & Advertising:

- 1) Internal PSA Communications:

- a. ADAC approved emails and communications
 - b. Promote campaign in PSA's *Advocate* Newsletter
- 2) Combined PSA/CSOSA Marketing Campaigns
- a. Communications developed and approved by ADAC and EEO
 - b. Promote program in EEO Express and other internal Agency Newsletters
- 3) External Targeted Marketing & Advertising:
- a. Equal Opportunity Publications – “Careers & the disABLED”
 - b. USAJOBS Vacancies
 - c. Advertise employment and internship opportunities in publications that target and serves PWD such as EARNWorks.com
 - d. Partnership for Public Service Announcements
 - e. Direct Emails to College Disability Coordinators (e.g. Gallaudet, Rochester Institute of Technology)

Agency Hiring Methodology

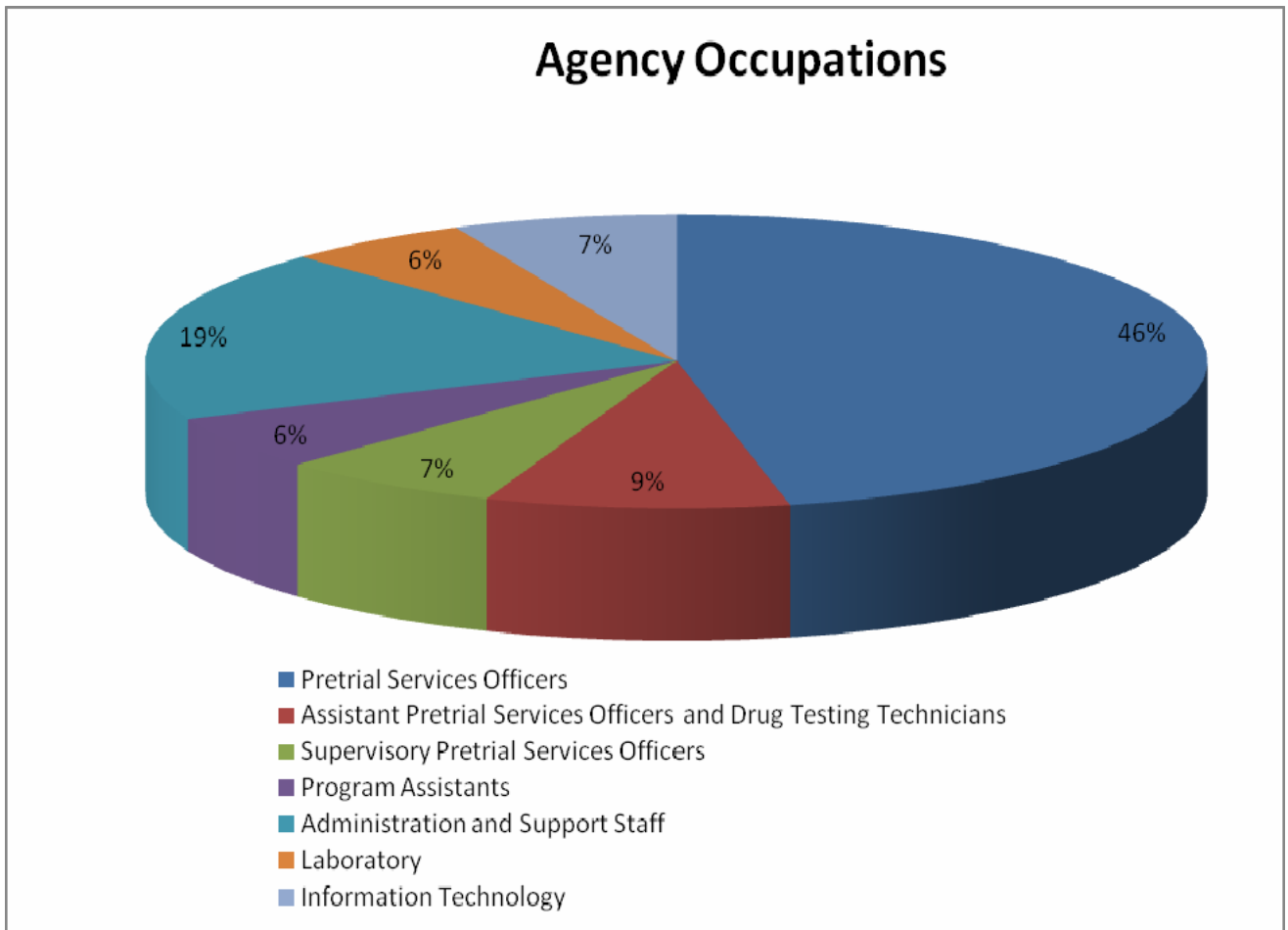
Following are some of the practical methods PSA will execute to ensure the organization effectively hires top talent.

1. First, PSA will embed a PWD targeted recruitment process into a recruiting culture that focuses primarily on law enforcement mission occupations, by establishing an oversight committee (ADAC) made of senior Agency managers from all Program divisions. Guidance and contact information for workplace accommodations will be provided to managers to ease the transition of PWD employees into the rigorous PSA work environment. ADAC members will re-enforce PSA's core values in their respective areas by discussing the hiring program at staff meetings, promoting efforts in the *Advocate* Newsletter, and overseeing the hiring of qualified PWD candidates into vacant positions.
2. PSA will coordinate with CSOSA to offer mandatory training to empower hiring managers to use Schedule A, WRP, and OWF appointments to meet temporary and permanent needs. Additional training and coaching on mentoring will also be made available.
3. PSA's senior managers will be encouraged to always be on the look-out for top talent for current and future needs, and use ADAC as a periodic forum to brief other Program managers on recent discoveries.
4. ADAC will review the five-year PWD recruiting and hiring plan, and set annual Program goals based on the Agency's goals. Participation in OWF and WRP programs will offer an unlimited talent pipeline to soldiers and college graduates with disabilities based on the occupational needs of the Agency.
5. ADAC will collaborate with DRP to create a “WOW factor” to attract candidates with disabilities based on occupational needs. This type of marketing will include current employee testimonials, and a two-minute video from the Agency Champion discussing the CSOSA/PSA mission, values and commitment to PWD.

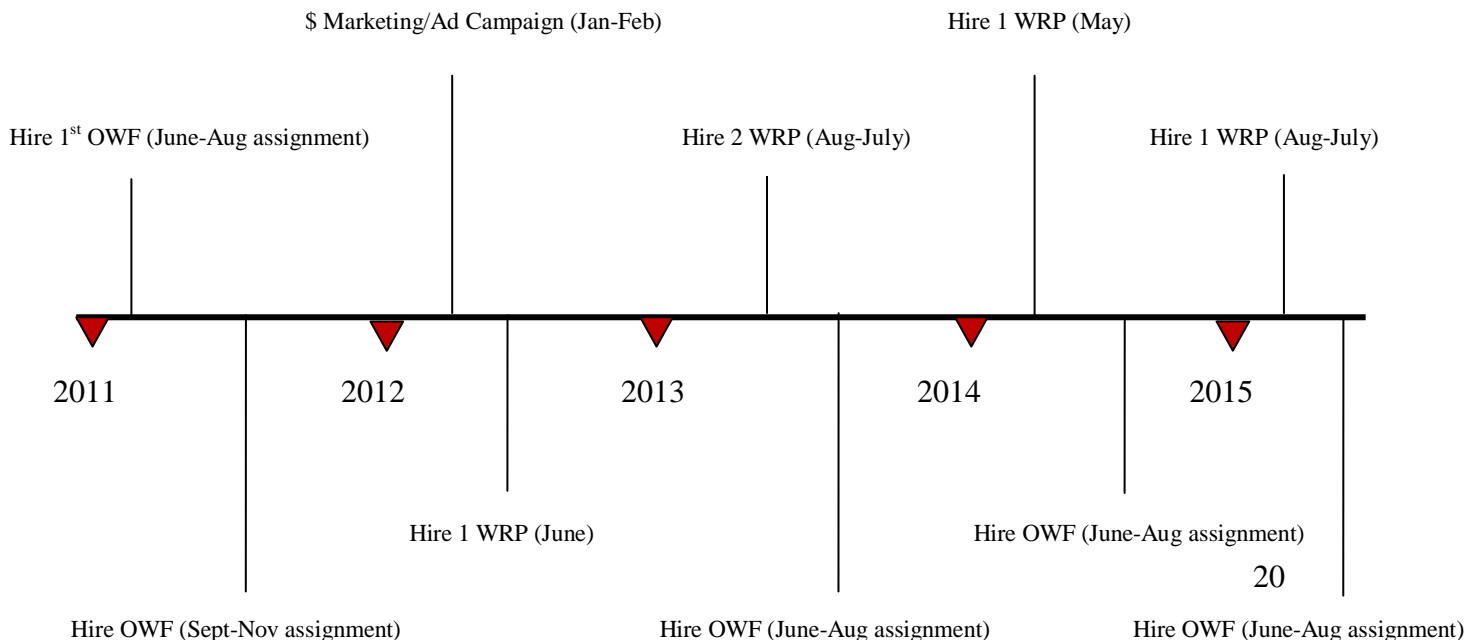
6. Based on the following timeline, PSA seeks to improve targeted recruitment and hiring over five years by 3% to increase the Agency's PWD workforce to 10% by 2015.

Agency Hiring Timeline

PSA is currently at the maximum level of full-time equivalent (FTE) allocations for FY2011, and a potential budgetary cut back may also minimize the Agency's ability to increase hiring of people with disabilities (PWD). However, Operation Warfighter (OWF) affords an opportunity for service members who are on hold at medical centers to build their resumes, explore employment interests, develop job skills, and gain valuable federal government work experience that will help them prepare for the future. The OWF program allows participants to work according to the candidate's individual treatment schedule. The average length of an assignment is 3 months, and the average number of hours per week is 20, which may allow the Agency to hire several candidates throughout the year. Additionally, there is no cost to the Agency since OWF candidates continue their pay as DoD service members.



- 1) In year one (2011), PSA may achieve a greater return on investment (ROI) by marketing administrative and support positions such as a management analyst, IT and program assistants, and hiring several OWF candidates throughout the year for a brief but focused Agency tour. This experience will offer advantages for both employee and Agency alike, as ideas from valuable lessons learned are adopted for mutual benefit.
- 2) In year two (2012), the learning that results from the OWF hiring program will yield insights into the appropriate messages and outreach needed to attract qualified candidates with disabilities to PSA. This will result in effective marketing campaigns to attract well qualified PWD to occupy various positions from the WRP. The WRP is a competitive recruitment program consisting of highly motivated recent college graduates with disabilities, but FTE are needed to participate.
- 3) In year three (2013), with availability of FTE, a combination approach to hiring from the WRP program and the OWF program (no FTE required) will boost PSA's diversity efforts by improving Veterans and PWD outreach efforts and increasing targeted recruiting and hiring for little cost.
- 4) In year four (2014), increased OWF hiring has improved external awareness through consistent PSA participation at little or no cost and temporary internships for wounded soldiers. Although WRP hiring requires available FTE, staffing up with educated and experienced people with disabilities to fill key support and mission critical occupations will make use of a valuable talent pipeline.
- 5) By year five (2015), PSA will have increased targeted recruiting and hiring efforts of approximately 3% to improve the Agency's PWD demographic to 10% over a five-year period.



People With Disabilities (PWD) Recruitment and Hiring Plan

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

Planned Activity: Determine which occupations to consider for PWD Recruitment.

Objective	Milestones	Timeframe	Status	Completion Date	Responsible Party
Achieve approval from Exec team to proceed.			TBD		OHCM
Form ADAC			TBD		OHCM
Brief DEPC and establish mutual timelines w/ CSOSA.			TBD		OHCM
Run report on all occupations and conduct pre-assessment of eligible positions.			TBD		OHCM
Input from Program offices on FTE needs.			TBD		ADAC

Objective 2. Analyze Future Workforce. Identify the future workforce needed to effectively and efficiently accomplish the Agency’s mission, goals, objectives and enhancements as established in PSA’s Strategic Plan.

Planned Activity: Establish a skill and talent profile for available occupations.

Objective	Milestones	Timeframe	Status	Completion Date	Responsible Party
Review required competencies for identified jobs.			TBD		OHCM
Brief on approved 5-yr plan w/ hiring goals.			TBD		ADAC
Achieve support from Programs to proceed w/ recruit effort.			TBD		ADAC
Meet w/ Training to discuss EO 13548 mandatory requirements for PWD hiring.			TBD		OHCM
Brief DEPC and establish mutual timelines w/ CSOSA.			TBD		ADAC

Objective 3. Identify Gaps in Workforce. Identify the skill gaps between the current workforce and the future needs of PSA. Strategies for identifying gaps are set forth in the Human Capital initiatives.

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

Objective	Milestones	Timeframe	Status	Completion Date	Responsible Party
Achieve support from Programs on recruitment activities.			TBD		ADAC
Align ADAC & DEPC recruit materials and activities.			TBD		ADAC/DEPC
Pre-assessment of results based on budget.			TBD		ADAC/DEPC
Achieve support from Champion to proceed.			TBD		ADAC/DEPC

Objective 3. Develop Strategies to Address Gaps in Workforce. Develop skill gap analysis to identify skill gaps and develop strategies for addressing and minimizing those gaps.

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

Objective	Milestones	Timeframe	Status	Completion Date	Responsible Party
Discuss overall training needs w/ Training primaries.			TBD		ADAC/DEPC & CSOSA/PSA Training primaries
Establish PWD hiring-orientation-mentoring options.			TBD		ADAC/DEPC & CSOSA/PSA Training primaries
PERCVD Diversity Training			Attending the training to learn more about PWD resources.	2/9/2011	ADAC/DEPC & CSOSA/PSA Training primaries
Develop cross-Agency communications to market efforts in PWD recruitment.			TBD		ADAC/DEPC & CSOSA/PSA Training primaries
Engage in joint Agency recruit activities.			TBD		ADAC/DEPC & CSOSA/PSA Training primaries

Objective 4. Mandatory Training for Managers. Identify mandatory training for managers on Schedule A Hiring and Reasonable Accommodation services.

Planned Activity: Establish mandatory training requirements for supervisors and managers.					
Objective	Milestones	Timeframe	Status	Completion Date	Responsible Party
Develop Training modules for Schedule A hiring.			TBD		ADAC/DEPC & CSOSA/PSA Training primaries
Contact Office of Disability Employment Policy to schedule a briefing on accommodations.			TBD		ADAC/DEPC
Objective 5. Monitor, Evaluate, Revise. Continuously monitor and evaluate current workforce and future needs and revise strategies to meet the future needs of PSA.					
Planned Activity: In accordance with EO 13548, PSA will actively seek well qualified candidates with disabilities to increase Agency workforce demographic by 3% over five years.					
Objective	Milestones	Timeframe	Status	Completion Date	Responsible Party
Evaluate PWD recruitment and hiring efforts quarterly.			TBD		ADAC/DEPC
Develop EO 13548 reports for OPM and OMB.			TBD		ADAC/DEPC