



# FEDERAL EQUAL OPPORTUNITY RECRUITMENT PROGRAM (FEORP) FOR FISCAL YEAR (FY) 2020

**FY 2020 Accomplishments and FY 2021 Plan**

PREPARED BY

COURT SERVICES AND OFFENDER SUPERVISION AGENCY  
Office of Equal Employment Opportunity, Diversity, and Special Programs

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**FISCAL YEAR 2020 FEORP  
PLAN ACCOMPLISHMENTS AND SUCCESSFUL/PROMISING  
PRACTICES**

The Court Services and Offender Supervision Agency (CSOSA) for the District of Columbia, which includes the Pretrial Services Agency (PSA) for the District of Columbia (referred to jointly as the Agency), is proud to present its Fiscal Year (FY) 2020 Federal Equal Opportunity Recruitment Program (FEORP) accomplishments, as evidence of the Agency's ongoing efforts to recruit and maintain a high-quality and diverse workforce. These accomplishments are particularly notable because this Agency, like most, if not all, federal agencies, had to drastically alter its operations in response to the national pandemic caused by COVID 19. In mid-March 2020, the Agency implemented full-time telework for most of its workforce. For those employees responsible for certain critical functions that could not be performed remotely, the Agency established a plan that limited the amount of time these employees were required to be physically present at the worksite. Notwithstanding these significant challenges created by COVID 19, the Agency made noteworthy progress on the strategies identified in its plan to recruit and maintain a high-quality and diverse workforce, as detailed below.

**Recruitment, Retention and Outreach**

In FY 2020, prior to the closure of most Agency facilities due to COVID 19, the Agency engaged in a number of efforts designed to increase employee engagement and retention. Those efforts included the following:

- The Director of CSOSA engaged staff by conducting onsite meetings with non-supervisory staff to address their concerns and issues with recently issued policies. These meetings also provided the Director with the opportunity to offer the guidance needed to implement those policies. As a result of the response to the meetings, the Director recommended holding ongoing quarterly meetings to ensure that employee concerns are addressed and that employees have another forum in which to present their ideas for strengthening Agency operations and increasing employee morale and engagement.
- PSA used what it referred to as its “Chat-N-Chew” sessions to encourage open and frank discussion between employees and management. These sessions were popular and encouraged staff at all levels to recognize and address unconscious and conscious bias in a productive manner to create a more inclusive and fair workplace. PSA is currently considering how to continue this effort in a virtual environment.
- The Agency afforded several employees with the opportunity to take detail assignments working with senior level mentors at other federal agencies as well as within CSOSA and PSA. These detail assignments allowed the employees to expand their knowledge and skill sets. The assignments also allowed the employees to make meaningful

contributions to the work of agencies that had similar goals and objectives as those held by CSOSA and PSA. In addition, these detail assignments significantly assisted in the Agency's efforts to retain and train members of its diverse workforce.

### **Employee Development and Training Opportunities**

In FY 2020, the Agency continued to provide employment development opportunities to its employees. For example, in the first quarter of FY 2020, CSOSA offered qualified employees the opportunity to apply for a year-long leadership program sponsored by the American Probation and Parole Association. This program was designed to assist the participants with developing the knowledge and competencies needed to advance into senior-level positions within the Agency. Four women, three of whom were African American and one of whom was White, were selected to participate in this program. Although the program began in January 2020, it was suspended due to the circumstances created by COVID 19, and the selectees are now scheduled to complete it virtually in FY 2021.

CSOSA conducted a skills assessment survey of its administrative support staff. The goal of the survey was to identify the skills the staff possessed and the skills staff members needed to develop in order to effectively perform their jobs and meet the Agency's needs. The results will be used to develop more training and employee development opportunities for the administrative support staff.

The Training and Career Development Centers for both CSOSA and PSA provided mandatory training courses in the areas of equal employment opportunity (EEO), sexual harassment prevention and the No Fear Act. These courses were completed by 37 supervisors and 562 non-supervisory employees. Training on the new Anti-Harassment and the Reasonable Accommodation policies and procedures is being developed and is expected to be delivered to the workforce in FY 2021, along with the existing mandatory training.

In FY 2020, the Agency also provided other training opportunities and funding for employees to participate in career and leadership programs, such as:

- Aspiring Leaders Program for grade levels GS 4-6;
- the Susan Shaffer Leadership Academy sponsored by PSA for grade levels GS-9 and below, which prepares individuals for potential leadership roles within and outside the Agency;
- Supervisory Mentoring Program, a component of PSA's Career Management System that provides mentors with extensive supervisory, management and leadership experience to new supervisors in their first year; and
- New Leaders Program for grade levels GS 7-11.



## DIVERSITY AND INCLUSION STRATEGIC PLAN

*Priority 1.1 - Empowering management staff to embrace their roles as leaders and champions of diversity.*

In FY 2020, the Agency continued its focus on incorporating diversity, inclusion, and engagement elements into the Agency's ongoing leadership development, supervision, and training activities as set forth in Agency's Objective 1.1.3. To this end, CSOSA and PSA's Training and Career Development Centers continue to attempt to identify opportunities to include these elements in the development and training programs provided to supervisors, managers, and executives. In addition, executive leaders created leadership development plans for mid and upper level managers that included a component focused on equal employment opportunity.

In FY 2021, CSOSA and PSA will continue to support leadership development throughout all levels of the Agency by providing opportunities for employees to attend Executive and Potential Leadership Programs as well as other training programs. All of these efforts will continue to focus on providing supervisors, managers, and employees with the leadership skills necessary to support a diverse and engaged workforce in a positive and productive environment.

*Priority 2.1 - Create an actionable plan to build a diverse and high-performing workforce.*

The Agency will continue to invite staff from across the Agency to engage in diversity and inclusion discussions that will contribute to effective decision making pursuant to Agency Objective 2.1.4. Both CSOSA and PSA have realized tremendous benefit from their respective discussions with employees from all levels of the Agency, including members of the Special Emphasis Programs, about diversity and inclusion related issues. In FY 2021, CSOSA and PSA will continue to leverage those discussions to explore ways of reducing barriers to employee inclusion and engagement in the workplace.

*Priority 3 - Identify, track, and report specific measurable milestones that reflect diversity and inclusion efforts.*

In FY 2021, the Agency will continue its review of its recruitment, retention, and promotion efforts aimed at increasing diversity in the Agency's workforce as set forth in Objective 3.1.1. Specifically, the Agency will discuss its effort with members of the Asian Pacific Program Committee, Hispanic Employment Program Committee, and the Disability Employment Program Committee, and external organizations with significant numbers of members from underrepresented groups.

**STRATEGIC ACTIVITIES RELATED  
TO  
HISPANIC EMPLOYMENT**

Hispanic employees comprised 4.8% (51 of the 1065 employees) of the Agency’s permanent workforce as of September 30, 2020, compared to 9.96% of the civilian labor force (CLF) based on the 2010 Census data, and 7.95% compared to the government-wide participation rate in 2011. Nineteen Hispanic men represented 1.8% of the Agency's workforce in comparison to 5.17% of the CLF. Thirty-two Hispanic women represented 3.0% of the Agency's workforce in comparison to 4.79% of the CLF.

**Recruitment, Retention, Training and Outreach**

In FY 2020, PSA continued its efforts to provide detail assignments, mentoring, and career development opportunities to develop and retain Hispanic employees. For example, a Hispanic female completed a four-month detail assignment in February 2020 with the Environmental Protection Agency’s Office of Civil Rights. Also, one Hispanic female and one Hispanic male participated in the League of United Latin American Citizens’ “2020 Virtual Federal Training Institute Partnership -- A Month of Professional Development.”

CSOSA's Office of Financial Management and PSA's Office of Financial Administration allocated funds for the Foreign Language Award to recognize law enforcement employees who used their bilingual language skills in the performance of their duties. With the issuance of this year's awards, morale among Spanish-speaking employees within the workforce continued to improve.

In FY 2020, the Hispanic Employment Program Committee (HEPC) spearheaded the Agency’s efforts to celebrate National Hispanic Heritage Month. The HEPC provided employees with information about the establishment of National Hispanic Heritage Month, circulated educational materials about the contributions of notable Hispanic and Latino Americans, and promoted virtual educational resources and events commemorating the month.

During FY 2020, the Agency continued its Memorandum of Understanding (MOU) with the Columbia Heights Educational Campus (CHEC), a bilingual-themed school with a majority Hispanic student population. Members of the HEPC and other Agency employees assisted CHEC students by participating on the panels evaluating the senior class members’ portfolio presentations in the second quarter of FY 2020. However, as a result of the COVID 19 pandemic, CHEC suspended its activities with the Agency until further notice.

**Planned Activities for FY 2021**

In FY 2021, the HEPC will continue to work with the Agency’s executive leadership on barriers that affect Hispanic employment, particularly at the GS-12 through SES grade levels, as referenced in OPM's latest Hispanic in the Federal Workforce Report. The HEPC will continue to discuss strategies aimed at increasing participation rates of Hispanic employees in the Agency's workforce

in compliance with the U.S. Equal Employment Opportunity Commission (EEOC) Management Directive 715, Title VII of the Civil Rights Act of 1964, and other statutes and regulations that govern the Federal Government's equal employment opportunity activities.

In FY 2021, the HEPC will continue, through its partnership with CHEC, to encourage students and alumni to consider the employment opportunities available at the Agency. The Agency will continue to research and build relationships with organizations having significant Hispanic constituencies in an effort to develop and attract a larger pool of Hispanic applicants.

In FY 2021, the HEPC and the Agency will continue to monitor and assess the impact of providing a monetary award versus a time off award to recognize law enforcement employees who use their bilingual language skills in the performance of their duties.

**STRATEGIC ACTIVITIES RELATED TO THE EMPLOYMENT  
OF  
PEOPLE WITH DISABILITIES**

The Agency is committed to being a model employer for People of Disabilities including People with Targeted Disabilities. In FY 2020, the Agency continued to implement and identify a number of strategies to meet the goals set forth in Executive Order 13548, *Increasing Federal Employment of Individuals with Disabilities*. Listed below is a statistical analysis of the number of employees with disabilities in the Agency's workforce, as well as some of the Agency's strategies and accomplishments related to the employment of people with disabilities.

### **Statistical Analysis**

During FY 2020, the number of Persons with Disabilities (PWD) as well as Persons with Targeted Disabilities (PWTD) employed by the Agency decreased slightly. Specifically, the number of PWD decreased from 82 of 1103 employees, or 7.43%, in FY 2019 to 73 of 1065 employees, or 6.85%, in FY 2020. The number of PWTD decreased from 17, or 1.54%, in FY 2019 to 14, or 1.31 %, in FY 2020. When the participation rates of both PWD and PWTD are combined, 8.17% of our Agency's workforce had a disability.

### **Hiring**

The Agency utilizes the EEOC's 12% and 2% benchmarks for PWD and PWTD, respectively, as targets for the percentage of employees with disabilities and targeted disabilities in the workplace. The Agency communicates these goals to hiring officials. The Agency also strongly encourages hiring officials to utilize Schedule A hiring authority whenever possible to increase the number of PWD and PWTD in the workplace.

### **Outreach and Recruitment**

Over the last fiscal year, even with limited resources, the Agency continued to utilize a variety of recruitment strategies designed to increase the number of qualified applicants with disabilities and with targeted disabilities. These multi-pronged recruitment strategies, which the Agency will continue to use in the upcoming fiscal years, include the following:

- Partnering with Virginia's and the District of Columbia's Vocational Rehabilitation Services and disability resource centers at local colleges and universities;
- Partnering with the Workforce Recruitment Program, a recruitment and referral program that connects employers with post-secondary students and recent graduates with disabilities;



- Partnering with the Operation Warfighter Program and the Wounded Warrior Regiment, M4Life Program;
- Developing collaborative recruiting partnerships with other community, academic and governmental groups that can reach individuals with targeted disabilities to increase the pool of potential candidates at the GS-11 level and above, including managerial and supervisory positions at grades GS-13 to SES;
- Increasing the Agency's presence at meetings, conferences, and career fairs sponsored by organizations serving individuals with targeted disabilities to reach a larger pool of potential candidates; and
- Sending job announcements in real-time to government, state, and local agencies serving persons with disabilities.

### **Training and Education**

During FY 2020, members of the Office of Equal Employment Opportunity, Diversity, and Special Programs and the Agency's Disability Employment Program Committee Manager continued to receive training with respect to their disability program duties. Collectively, they received the following training:

- Equal Employment Opportunity Commission (EEOC) Section 501 Affirmative Action Plan instructional guidance;
- EEOC's 2020 Excel Training Conference courses on disability law and Reasonable Accommodation;
- Mandatory online EEO training on Reasonable Accommodation and the No FEAR Act;
- EEOC's Disability Program Management Training course; and
- FDR Training course on the nuts and bolts of disability law and Reasonable Accommodation.

### **Reasonable Accommodation**

During FY 2020, the Agency completed the process of revising its Reasonable Accommodation policy and procedures including the procedures for processing requests for Personal Assistance Services. The Agency submitted its revised Reasonable Accommodation policy and procedures to the EEOC for its review in the third quarter of FY 2020 and is awaiting the EEOC's comments.

# FY 2020 FEORP Progress Tracker

**Type Agency Name Below (Replace Text)**

**Court Services and Offender Supervision Agency**

## Mentoring

Mentoring	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a Formal Mentoring Program	Response	
	Yes	
Mentoring Training provided	Response	Due to the COVID-19 and the Agency in a telework mode, no mentoring training was provided in FY 2020.
	No	
Program is evaluated	Response	
	No	
Frequency of Program Evaluation (e.g. annual, semiannual, quarterly, other)	Response	
	Annual	
Feedback is provided	Response	
	Yes	
Program is announced to all qualified individuals	Response	
	Yes	
Agency collects demographic data of mentoring participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response	
	Yes	
Mentoring		Quantitative Questions (# or %)
Percent of employees involved with mentoring in FY 2020	Response	/
	0.00%	
Percent of SES involved with mentoring in FY 2020	Response	/
	0.00%	
Percent of managers involved with mentoring in FY 2020	Response	/
	0.00%	
Percent of supervisors involved with mentoring in FY 2020	Response	/
	0.00%	
Count of employees involved with mentoring in FY 2020	Response	/
	0	
Count of SES involved with mentoring in FY 2020	Response	/
	0	
Count of managers involved with mentoring in FY 2020	Response	/
	0	
Count of supervisors involved with mentoring in FY 2020	Response	/
	0	
Total number of employees eligible to participate in FY 2020	Response	/
	0	

## Diversity and Inclusion Training

Diversity and Inclusion Training	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
	Response	

Formal Diversity and Inclusion Training provided	Yes	
Frequency of Diversity and Inclusion Training per year (e.g. annual, semiannual, quarterly, other)	Response Other	
All employees briefed on agency's Diversity and Inclusion Policies	Response Yes	
<b>Diversity and Inclusion Training      Quantitative Questions (# or %)</b>		
Percent of employees who have participated in formal Diversity and Inclusion Training in FY 2020	Response 0.02%	
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2020	Response 0.00%	
Count of employees who have participated in formal Diversity and Inclusion Training in FY 2020	Response 16	
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2020	Response 0	
Total number of employees eligible to participate (this should not be equal to the total count that has participated unless 100% of workforce has participated) in FY 2020	Response 736	
<b>Diversity and Inclusion Council</b>		
<b>Diversity and Inclusion Council</b>	<b>Qualitative Questions (Text)</b>	<b>If "No" or "Other", please use this section to provide a detailed explanation.</b>
Agency has a Diversity and Inclusion Council	Response Yes	
Diversity and Inclusion Council has a charter	Response Yes	
Council members have received training	Response No	Due to the COVID-19 and the Agency in a telework mode, no mentoring training was provided in FY 2020.
Council's mission aligns to agency mission	Response Yes	
Frequency of council meetings (e.g. annual, semiannual, quarterly, other)	Response Other	
<b>Diversity and Inclusion Council      Quantitative Questions (# or %)</b>		
Percent of employees on council	Response 86.00%	
Percent of Senior Leadership on council	Response 14.00%	
Count of employees on council	Response 19	
Count of Senior Leadership on council	Response 3	
Total number of people on council	Response 22	
<b>Development Programs</b>		
<b>Development Programs</b>	<b>Qualitative Questions (Yes or No)</b>	<b>If "No" or "Other", please use this section to provide a detailed explanation.</b>
Agency has a SES Candidate Development Program that is	Response	

Agency has a SES Candidate Development Program that is announced to all qualified individuals	No	
The SES Candidate Development Program is evaluated regularly	Response	
	No	
Agency has a Career Development Program that is announced to all qualified individuals (this is a CDP that is different from the SES CDP program and geared towards the lower grade levels)	Response	
	Yes	
The Career Development Program is evaluated regularly	Response	
	Yes	
Agency collects demographic data of development program participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response	
	Yes	

Development Program	Quantitative Questions (# or %)	
Percent of employees who participated in the SES Candidate Development Program in FY 2020	Response	
	0.00%	
Percent of employees who participated in a Career Development Program in FY 2020	Response	
	0.01%	
Count of employees who participated in the SES Candidate Development Program in FY 2020	Response	
	0	
Count of employees who participated in a Career Development Program in FY 2020	Response	
	12	

**Performance Plans**

**Does your agency have a Diversity and Inclusion (D&I) element in the following groups' performance plans (this may also be incorporated in the leading people element)?**

D&I Element in SES performance plans			Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count	
No	0.00%		The agency is currently reviewing proposed D&I elements for SES performance plans based on recommendations from the D&I Council.
D&I Element in Management/Supervisor performance plans			Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count	
No	23.89%	0	The Agency has not required D&I language within performance plans, although it does require language that pertains to the consideration or employee perspectives when making decisions. Overall, 27 of the 113 performance plans reviewed (24%) contained language
D&I Element in employee performance plans			Use this section to provide additional response or explanation as it relates to a D&I element in performance plans (required for "No" responses)
Yes or No	Percentage	Count	
No	3.47%	0	The Agency has not required D&I language within performance plans, although it does require language that pertains to the consideration or employee perspectives when making decisions. Overall, 27 of the 113 performance plans reviewed (24%) contained language

# FY 2020 FEORP Progress Tracker

Type Agency Name Below (Replace Text)

Pretrial Service Agency

## Mentoring

Mentoring	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
Agency has a Formal Mentoring Program	Response Yes	Example: The agency is in the process of launching a new mentoring program in the first quarter of FY 2020.
Mentoring Training provided	Response Yes	
Program is evaluated	Response Yes	
Frequency of Program Evaluation (e.g. annual, semiannual, quarterly, other)	Response Annual	
Feedback is provided	Response Yes	
Program is announced to all qualified individuals	Response Yes	
Agency collects demographic data of mentoring participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Response Yes	
Mentoring	Quantitative Questions (# or %)	
Percent of employees involved with mentoring in FY 2020	Response 4.02%	/
Percent of SES involved with mentoring in FY 2020	Response 0.00%	
Percent of managers involved with mentoring in FY 2020	Response 0.00%	
Percent of supervisors involved with mentoring in FY 2020	Response 6.38%	
Count of employees involved with mentoring in FY 2020	Response 10	
Count of SES involved with mentoring in FY 2020	Response 0	
Count of managers involved with mentoring in FY 2020	Response 0	
Count of supervisors involved with mentoring in FY 2020	Response 3	
Total number of employees eligible to participate in FY 2020	Response 323	

## Diversity and Inclusion Training

Diversity and Inclusion Training	Qualitative Questions (Text)	If "No" or "Other", please use this section to provide a detailed explanation.
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Formal Diversity and Inclusion Training provided	<b>Response</b>	
	Yes	
Frequency of Diversity and Inclusion Training per year (e.g. annual, semiannual, quarterly, other)	<b>Response</b>	
	Quarterly	
All employees briefed on agency's Diversity and Inclusion Policies	<b>Response</b>	
	Yes	
<b>Diversity and Inclusion Training</b>	<b>Quantitative Questions (# or %)</b>	
Percent of employees who have participated in formal Diversity and Inclusion Training in FY 2020	<b>Response</b>	
	1.20%	
Percent of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2020	<b>Response</b>	
	0.00%	
Count of employees who have participated in formal Diversity and Inclusion Training in FY 2020	<b>Response</b>	
	4	
Count of Senior Leadership that have participated in formal Diversity and Inclusion Training in FY 2020	<b>Response</b>	
	0	
Total number of employees eligible to participate (this should not be equal to the total count that has participated unless 100% of workforce has participated) in FY 2020	<b>Response</b>	
	323	
<b>Diversity and Inclusion Council</b>		
<b>Diversity and Inclusion Council</b>	<b>Qualitative Questions (Text)</b>	<b>If "No" or "Other", please use this section to provide a detailed explanation.</b>
Agency has a Diversity and Inclusion Council	<b>Response</b>	
	Yes	
Diversity and Inclusion Council has a charter	<b>Response</b>	
	Yes	
Council members have received training	<b>Response</b>	
	Yes	
Council's mission aligns to agency mission	<b>Response</b>	
	Yes	
Frequency of council meetings (e.g. annual, semiannual, quarterly, other)	<b>Response</b>	
	Other	
<b>Diversity and Inclusion Council</b>	<b>Quantitative Questions (# or %)</b>	
Percent of employees on council	<b>Response</b>	
	2.48%	
Percent of Senior Leadership on council	<b>Response</b>	
	25.00%	
Count of employees on council	<b>Response</b>	
	6	
Count of Senior Leadership on council	<b>Response</b>	
	2	
Total number of people on council	<b>Response</b>	
	8	
<b>Development Programs</b>		
<b>Development Programs</b>	<b>Qualitative Questions (Yes or No)</b>	<b>If "No" or "Other", please use this section to provide a detailed explanation.</b>
Agency has a SFS Candidate Development Program that is	<b>Response</b>	

Agency has a SES Candidate Development Program that is announced to all qualified individuals	No	
	<b>Response</b>	
The SES Candidate Development Program is evaluated regularly	No	
	<b>Response</b>	
Agency has a Career Development Program that is announced to all qualified individuals (this is a CDP that is different from the SES CDP program and geared towards the lower grade levels)	Yes	
	<b>Response</b>	
The Career Development Program is evaluated regularly	Yes	
	<b>Response</b>	
Agency collects demographic data of development program participants (Race, National Origin, Veteran, People with Disabilities, etc.)	Yes	
	<b>Response</b>	

<b>Development Program</b>	<b>Quantitative Questions (# or %)</b>	
Percent of employees who participated in the SES Candidate Development Program in FY 2020	<b>Response</b> 0.00%	
Percent of employees who participated in a Career Development Program in FY 2020	<b>Response</b> 1.55%	
Count of employees who participated in the SES Candidate Development Program in FY 2020	<b>Response</b> 0	
Count of employees who participated in a Career Development Program in FY 2020	<b>Response</b> 5	

**Performance Plans**

<b>Does your agency have a Diversity and Inclusion (D&amp;I) element in the following groups' performance plans (this may also be incorporated in the leading people element)?</b>		
<b>D&amp;I Element in SES performance plans</b>		<b>Use this section to provide additional response or explanation as it relates to a D&amp;I element in performance plans (required for "No" responses)</b>
<b>Yes or No</b>	<b>Percentage</b>	<b>Count</b>
Yes	100.00%	
		Ex. The agency is currently reviewing proposed D&I elements for SES performance plans based on recommendations from the D&I Council.
<b>D&amp;I Element in Management/Supervisor performance plans</b>		<b>Use this section to provide additional response or explanation as it relates to a D&amp;I element in performance plans (required for "No" responses)</b>
<b>Yes or No</b>	<b>Percentage</b>	<b>Count</b>
Yes	100.00%	
<b>D&amp;I Element in employee performance plans</b>		<b>Use this section to provide additional response or explanation as it relates to a D&amp;I element in performance plans (required for "No" responses)</b>
<b>Yes or No</b>	<b>Percentage</b>	<b>Count</b>
No	0.00%	

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