

Management Directive (MD-715) Fiscal Year 2017



Social Security Administration

Prepared by the Office of Civil Rights and Equal Opportunity

FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

Social Security Administration

For Period Covering October 1, 2016 to September 30, 2017

Glossary of Common Equal Employment Opportunity (EEO) Terms²

ACTION ITEM: Clearly identified step to the attainment of an objective.

BARRIER: An agency policy, principle, practice, or condition that limits or tends to limit equal employment opportunities for members of a particular gender, race or ethnic background, or for an individual (or individuals) based on disability status.

CIVILIAN LABOR FORCE DATA (CLF): Data derived from the decennial census reflecting persons 16 years of age or older who were employed or seeking employment. This data excludes those in the Armed Services. CLF data in this report is based on the 2010 Census.³

CONSPICUOUS ABSENCE: A particular EEO group that is nearly or nonexistent from a particular occupation or grade level in the workforce.

DISABILITIES (TARGETED): Disabilities “targeted” for emphasis in affirmative action planning. Targeted disabilities include deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, intellectual disabilities, mental illness, and a genetic or physical condition affecting limbs and/or spine.

EEO GROUPS: White males and females (not of Hispanic origin), Black males and females (not of Hispanic origin), Hispanic males and females, Asian American/Pacific Islander males and females, American Indian/Alaskan Native males and females, and two or more races males and females.

EMPLOYEES: Employees of the agency are people who work full-time, part-time, seasonally, or on a temporary basis including those in excepted service positions.

MAJOR OCCUPATIONS: Mission-oriented occupations or other occupations with 100 or more employees.

MINORITIES: Black or African American, Hispanic or Latino, Asian, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander.

² Definitions are in accordance with guidelines from the Equal Employment Opportunity Commission (EEOC), which has oversight over all Federal agency EEO programs.

³ Per guidance from the EEOC.

OBJECTIVE: Statement of a specific end-product or condition with a specific due date. Accomplishment of an objective will lead to the elimination of a barrier or other problem.

PARITY: Representation of EEO groups in a specific occupational category or grade level in the agency's workforce that is equivalent to its representation in the appropriate CLF.

PARTICIPATION RATE: The extent to which members of a specific demographic group participate in an agency's workforce.

PROGRAM ANALYSIS: Review of an entire agency's affirmative employment program.

PROGRAM ELEMENT: Prescribed program area for assessing where agencies should concentrate their affirmative employment program analysis and plan development.

RACE - NATIONAL ORIGIN - ETHNICITY:

White – Not of Hispanic Origin. All persons having origins in any of the original people of Europe, North Africa, or the Middle East.

Black or African American – Not of Hispanic Origin. All persons having origins in any of the Black racial groups of Africa.

Hispanic – All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Asian – All persons having origins in any of the original people of the Far East, Southeast Asia, or the Indian subcontinent. This area includes Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

American Indian or Alaskan Native – All persons having origins in any of the original people of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

Native Hawaiian or Pacific Islander – All persons having origins in any of the original people of Hawaii, Guam, Samoa, or other Pacific Islands.

RELEVANT CIVILIAN LABOR FORCE (RCLF): Relevant CLF data that are directly comparable to federal workforce data.

RESPONSIBLE OFFICIAL: Executive, Manager, or Supervisor who is accountable for accomplishing an action item.

TARGET DATE: Date (month/year) for completion of an action item.

TOTAL WORKFORCE: All employees of an agency subject to regulations promulgated under 29 C.F.R. Part 1614, including temporary, seasonal, and permanent employees.

TRIGGER: A comparison of the workforce snapshots to benchmark and note "irregularities" that may be a potential barrier to EEO in the workforce.

Social Security Administration

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PARTS A through E

PART A – Department or Agency Identifying Information

Agency	Second-Level Component	Address	City	State	Zip Code	CPDF Code	FIPS Code
Social Security Administration	N/A	6401 Security Boulevard	Baltimore	MD	21235	SZ	2800

PART B – Total Employment

Total Employment	Permanent Workforce	Temporary Workforce	Non-Appropriated Workforce	Total Workforce
Number of Employees	61,953	559	0	62,512

PART C.1 – Head of Agency

Agency Leadership	Name	Title
Head of Agency	Nancy A. Berryhill	Acting Commissioner of Social Security Administration

PART C.2 – Agency Officials Responsible for Oversight of EEO Programs

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Principal EEO Director/Official	Claudia Postell	Acting EEO Director	0260	SES	410-966-3635	Claudia.Postell@ssa.gov
Principal EEO Director/Official	Letty Mayoral	Acting Deputy EEO Director	0301	SES	410-965-9186	Letty.Mayoral@ssa.gov
Title VII Affirmative EEO Program Official	Hugh McPhail	Director, Center for Cultural Diversity	0260	GS-15	410-966-0793	Hugh.McPhail@ssa.gov
Section 501 Affirmative Action Program Official	Tamara Stenzel	Director, Center for Disability Services	0201	GS-15	410-966-8021	Tamara.Stenzel@ssa.gov
Complaint Processing Program Manager	Dorenda King	Director, Center for Complaints Resolution	0260	GS-15	410-965-3338	Dorenda.King@ssa.gov
Complaint Processing Program Manager	Catherine Solomon	Deputy Director, Center for Complaints Resolution	0260	GS-14	410-965-2465	Catherine.Solomon@ssa.gov
Special Emphasis Program Manager	Sheila R. Johnson	Special Emphasis Program Team Leader	0260	GS-14	410-965-3602	Sheila.R.Johnson@ssa.gov
Alternative Dispute Resolution Program Manager	Dalton Ruffin	Center for Complaints Resolution Branch B Chief	0260	GS-14	410-965-8544	Dalton.Ruffin@ssa.gov
EEO Compliance Office	Rachel Urdan	Center for Complaints Resolution Branch A Chief	0260	GS-14	703-605-8258	Rachel.Urdan@ssa.gov

EEO Program Staff	Name	Title	Occupational Series (xxxx)	Pay Plan and Grade (xx-xx)	Phone Number (xxx-xxx-xxxx)	Email Address
Principal MD-715 Preparer	Hugh McPhail	Director, Center for Cultural Diversity	0260	GS-15	410-966-0793	Hugh.McPhail@ssa.gov

PART D. – Forms/Documents Included with this Report

Is the following Form or Document Uploaded?	(Please respond "Yes" or "No")	Comments
PART F – Certification of Establishment of Continuing EEO Programs	Yes	
EEO Policy Statement Issued During Reporting Period	Yes	
Facility Accessibility Survey Results Necessary to Support EEO Action Plan for Building Renovation Projects	No	Facility renovations include accessibility considerations
Organizational Chart	Yes	
Federal Equal Opportunity Recruitment Program Report	Yes	
Anti-Harassment Policy and Procedures	Yes	
Diversity Policy Statement	Yes	
Strategic Plan (excerpts of EEO goal only)	Yes	
Human Capital Strategic Plan	Yes	
EEO Strategic/Operating Plan	No	In progress
Federal Employee Viewpoint Survey (FEVS) or Annual Employee Survey	Yes	

PART E – Executive Summary

Mission

The Social Security Administration (SSA) is an independent Federal agency responsible for adhering to various statutes and administering programs that comprise one of the largest social insurance programs in the world. Our agency's mission is to deliver Social Security services that meet the changing needs of the public. Few government agencies touch the lives of as many people as we do. The vast majority of our resources support the administration of our three programs under the Social Security Act: The Old-Age and Survivors Insurance (OASI) program, the Disability Insurance (DI) program, and the Supplemental Security Income (SSI) program. These programs provide vital support to some of the most vulnerable members of our society, including people with disabilities, surviving family members, retirees, and the blind and disabled with limited income and resources. We administer benefits under the Black Lung Program of the Federal Coal Mine Health and Safety. In addition, we support national programs administered by other Federal and State agencies, as required by law, such as Medicare, Employees Retirement Income Security Act of 1974, Coal Act, Supplemental Nutrition Assistance Program, Help America Vote Act, State Children's Health Insurance Program, E-Verify, Medicaid, and Federal Benefits for Veterans.

We employ more than 62,000 people nationally, and our headquarters office is located in Baltimore, Maryland. Our field organization, which is decentralized to provide services at the local level, includes 10 regional offices, 8 processing centers, 24 call centers, 14 card centers, 164 hearing offices, and approximately 1,198 field offices. Our organizational infrastructure also includes 21 Foreign Benefit Units located in 17 different countries.

Consistent with the mission of our agency and our commitment to the principles of EEO, the Office of Civil Rights and Equal Opportunity (OCREO):

- Provides overall leadership, direction, and guidance to ensure compliance with the laws, policies, and principles established by the EEOC.
- Maintains a focus on Diversity and Inclusion (D&I) in our workforce by developing, defining, and disseminating diversity and inclusion messages and practices throughout SSA while supporting and sustaining SSA's Diversity and Inclusion Strategic Plan;
- Develops and monitors our affirmative employment plans which help increase diversity in areas of under-representation and promotes the proactive elimination of barriers that prohibits equal opportunities in the workplace; and
- Administers our agency's employment discrimination complaints process.

Self-Assessment

As part of the EEO Management Directive 715 (MD-715) process, agencies must conduct an annual self-assessment to track progress towards attaining model EEO agency status. This process requires agencies to respond to a series of questions that are based on criteria outlined in the MD-715 and referred to as the Six Essential Elements.

The Social Security Administration conducted an annual self-assessment. The following information highlights activities in Fiscal Year (FY) 2017 related to each essential element:

Essential Element A – Demonstrated Commitment from Agency Leadership--*Requires the Agency Head to issue written policy statements ensuring a workplace free of discriminatory harassment and a commitment to EEO.*⁴

- The Acting Commissioner issued the annual “Equal Employment Opportunity Policy Statement” on June 21, 2017 to all SSA employees, which reaffirmed the agency’s commitment to EEO and Diversity and Inclusion (D&I) principles.
- OCREO provided guidance, opinions, and news to managers and supervisors from a variety of internal and external EEO subject matter experts.
- The agency maintained a direct reporting line from the EEO Director to the Acting Commissioner, which was established in 2016. As a result of this reporting structure, the EEO Director provided quarterly updates to the Acting Commissioner detailing the status of the agency’s EEO program.
- The EEO Director met with senior executives to provide a comprehensive analysis of their components’ workforce demographics. These briefings included discussions on diversity workforce trends and recommendations on improving areas that have low representational rates as compared to the civilian labor force (CLF).

Essential Element B – Integration of EEO into the Agency’s Strategic Mission-- *Requires that the agency’s EEO programs be organized and structured to maintain a workplace that is free from discrimination in all of the agency’s policies, procedures, and practices and support the agency’s strategic mission.*⁵

⁴ Under this element, agencies are also evaluated on whether their EEO policy statements are communicated to agency stakeholders annually and whether managers and supervisors are evaluated on their commitment to EEO principles.

⁵ This element also evaluates the reporting structure of the EEO Director, communication with senior leaders, whether EEO programs are adequately staffed and funded, and the inclusiveness of EEO-related Special Emphasis Programs.

- OCREO implemented the Electronic Training Request Form to communicate virtually with Regional Civil Rights and Equal Opportunity (CREO) Managers (or designees), to discuss training options from various agency components, and to discuss a broad range of EEO topics.
- The EEO Director provided a “State of the Agency” briefing to the Acting Commissioner on May 16, 2017, which gave an overview of the total SSA workforce, minority representation as compared to the CLF and employees with targeted disabilities.
- The EEO Director provided “State of the Component” briefings to every SSA component during the months of March, April, and May 2017. These briefings engaged agency executives and senior leadership by providing information on groups traditionally underrepresented in the federal workforce (women, minorities, and individuals with targeted disabilities). The briefings included an analysis of overall participation rates, hiring and selections, separations, promotions, career development, awards and employee recognition by all grades through the senior executive service or equivalent. During these briefings, the Office of Personnel’s Center for National Recruitment (CNR) described recruitment efforts and hiring initiatives available to components to assist in increasing members of underrepresented groups.
- OCREO collaborated with the Office of Strategic Human Capital Management to ensure EEO was incorporated in our agency’s strategic plan and direction. For example, our Agency Strategic Plan (ASP) for FY 2014-2018 includes the goal to “Build a Model Workforce to Deliver Quality Service.” Two of the objectives under this goal focus on attracting, developing, and retaining a qualified and diverse workforce to achieve our agency’s mission:
 - Attract and acquire a talented and diverse workforce that reflects the public we serve, and
 - Foster an inclusive culture that promotes employee well-being, innovation and engagement.
- The agency provided adequate funding to process more than 500 EEO complaints and to conduct barrier analyses on half of SSA’s components.
- OCREO collaborated with the Office of Diversity and Inclusion (ODI) on several Special Emphasis Program observances and events, such as: Dr. Martin Luther King, Jr.’s Birthday; African American History Month; Women’s History Month; Holocaust Memorial Observance; Asian American & Pacific Islander Heritage Month; Memorial Day; Lesbian, Gay, Bisexual, and Transgender Pride Month; Women’s Equality Day, Hispanic Heritage Month; National Disability Empowerment Awareness Month; American Indian and Alaska Native Heritage Month; and, Veterans Day.

Essential Element C – Management and Program Accountability-- *Requires the Agency Head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.*⁶

- The EEO Director provided EEO updates to the Acting Commissioner on a quarterly basis to present statistics on complaints processing and to provide an overview of EEO program progress.

- OCREO collaborated with the Office of Human Resources' Office of Labor-Management and Employee Relations (OLMER) to continue implementation of the agency's Anti-Harassment Policy and standard operating procedures (SOPs) for handling harassment allegations throughout our agency, a process separate from the EEO process. Some key highlights regarding the harassment program are below:
 - In FY 2017, our agency received 1,058 reported cases of harassment resulting in 160 investigations.
 - Of the 160 investigations, we had 8 cases where harassment was found.
 - Ninety-three cases remain open either under triage or investigation, with the remaining 805 closed during the triage process.

- OCREO collaborated with OLMER to revamp SSA's procedures under our Notification and Federal Employee Anti-discrimination and Retaliation Act (No FEAR Act) policy by conducting an independent review of complaints in any discrimination finding. The purpose of the independent review was to determine whether disciplinary action is recommended against named management officials. This review also included significant settlements.

Essential Element D – Proactive Prevention of Unlawful Discrimination-- *Requires that the Agency Head make early efforts to prevent discriminatory actions and eliminate barriers to equal employment opportunity in the workplace.*⁷

- OCREO advanced the Barrier Analysis Program by completing barrier analysis on 80.2 percent of the SSA workforce during FY 2017 compared to 16 percent during FY 2016. The Barrier Analysis Program involved a proactive approach to identify agency

⁶ This element also evaluates whether there is a consistent platform to provide EEO updates to managers and supervisors by EEO program officials and whether the agency considers appropriate disciplinary action for employees found to have been discriminated against others.

⁷ This element also evaluates whether senior managers are involved in implementing EEO Action Plans, whether the agency conducts trend analyses, and whether the agency employees use alternative dispute resolution (ADR) as a method to reduce complaints at the lowest level.

barriers and to collaborate with senior leaders to devise Action Plans to eradicate such barriers.

- OCREO conducted workforce and EEO trend analyses for all SSA components.
- OCREO monitored Special Emphasis Program planning activities to provide necessary tools for our agency leadership, which served as a catalyst for new initiatives to prevent unlawful discrimination.
- OCREO continued to expand its efforts to identify and eliminate potential barriers to EEO by including subject matter experts (SME) from the Office of Personnel in the briefings on detected triggers that identify potential barriers. These SMEs provided guidance and tutelage on recruitment and other personnel-related issues.
- The agency initiated the formation of a “Mandatory ADR for Managers” workgroup to determine feasibility for SSA to comply with EEOC guidance requiring mandatory participation of managers in alternative dispute resolution (ADR).
- OCREO conducted an agency applicant flow data analysis using complete fiscal year data.⁸ Some key findings are illustrated below:
 - In FY 2017, SSA received 64,859 applications for jobs through USAJobs. Of those applicants, approximately 85 percent (54,982) of the applicants disclosed their ethnicity or race. Of the 64,859 candidates that applied for positions within SSA, 48,427 (75 percent) were qualified, 27,569 (43 percent) were referred, and 2,659 (4.10 percent) were selected.
- A review of applicant flow data related to race or ethnicity⁹ show the following:
 - Hispanic/Latino applicants were selected at an expected rate throughout the selection process.
 - Asian applicants made the qualified lists and were referred to selecting officials at lower than expected rates, but were selected for positions at an expected rate.
 - Black or African American applicants made it through the selection process at lower than expected rates throughout the selection process.

⁸ Applicant flow data is an important tool in examining the fairness and inclusiveness of the federal government's recruitment efforts. By reviewing the yield of an agency's recruitment effort, an organization can reassess and improve its effort to reach all segments of our population. It also may assist in identifying potential barriers that may operate to exclude certain groups.

⁹ To determine the expected rates of selection for each group, the agency evaluated the number of applicants selected against the total applicant pool for each race or ethnicity group.

- White applicants were selected at an expected rate throughout the selection process.
- American Indian or Alaska Native applicants made it through the job selection process well until the time of selection. They were selected for positions at a lower than expected rate.
- Native Hawaiian or Other Pacific Islander applicants were referred to selecting officials at a lower than expected rate but were selected for positions at an expected rate.
- Two or More Races applicants were referred to selecting officials at a lower than expected rate and were selected for positions at a lower than expected rate.
- Applicants with Targeted Disabilities were selected at a lower than expected rate at the time of selection in the selection process.

Essential Element E – Efficiency--Requires that the Agency Head ensure that there are effective systems in place for evaluating the impact and effectiveness of the agency's EEO Programs as well as an efficient and fair dispute resolution process.¹⁰

- The agency continued to utilize ADR as a tool to promote voluntary settlements early and throughout the EEO process and to resolve workplace disputes in a positive and constructive manner at the lowest level.
- OCREO continued to use the iComplaints EEO Case Management System to monitor and track the timeliness of complaints at each stage of the process. OCREO also implemented the following iComplaints functionalities to enable immediate access to the complaint processing data, which helps to determine case processing success and areas for improvement.
 - Increased usage of automated EEO reports and ad-hoc reports created from the Open Inventory Report, which was instrumental in discovering data input discrepancies within iComplaints.
 - Purchased five custom reports from Micropact (iComplaints vendor); currently, three custom reports are in production for managerial monitoring of EEO workloads. The two remaining custom reports are complete and will be released into production in 2018.

¹⁰ This element also evaluates whether the EEO office has employees with the skillset to conduct MD-715 analysis, whether the agency has an adequate data collection and complaints tracking and monitoring system, whether the agency consults with agencies of similar size on the effectiveness of their EEO programs to identify best practices and to share ideas, has a designated official in place to coordinate the processing of reasonable accommodation requests, and whether the agency processes its EEO complaints timely.

- Procured eFile, which is a systems module that will automate the entire agency EEO process and move towards a more effective paperless environment. However, the use of eFile is on hold while SSA is gathering requirements, benchmarking with other agencies, and investigating eFile. The outcome of our research will help us to ensure that eFile will work in our environment and that it will assist in a timely and accurate EEO case workflow.
- Enhanced the electronic EEO counseling form to enhance consistency and accuracy.
- OCREO ensured that all employees who produce the annual MD-715 report received training from the EEOC as well as barrier analysis training.
- The agency's Reasonable Accommodations and Disability Services (Center for Accommodations and Disability Services (CADS)):
 - Centralized review of and decision on recommended denials of local requests via a National Reasonable Accommodation Coordinator (NRAC).
 - Processed approximately 570 reasonable accommodation requests and approved approximately 510 requests for assistive technology and adaptive devices over \$100 (and related training) such as readers, personal assistants, sign language interpreters, and other services for employees who are deaf or hard of hearing.
 - Established agency reasonable accommodation policy and provided training to more than 62,000 employees and conducted smaller in-person trainings to various SSA offices and components throughout the year.

Essential Element F – Responsiveness and Legal Compliance--Requires that federal agencies are in full compliance with EEO statutes and EEOC regulations, policy guidance, and other written instructions.¹¹

- The agency implemented measures and controls to increase timeliness of discrimination complaints governed by EEOC laws and regulations.
- OCREO collaborated with the Office of Public Service and Operations Support (OPSOS) in an exercise to validate the integrity and congruence of OCREO-delivered EEO reports with those produced in SSA regional offices.

¹¹ This element also evaluates whether the agency's EEO program addresses all of the laws enforced by the EEOC and whether the agency's discrimination complaint process ensures a neutral adjudication function.

- The agency implemented measures to improve the EEO compliance program resulting in an 88 percent timely compliance rate with requirements from the EEOC.
- OCREO implemented measures to improve the EEO settlement process resulting in a 91 percent timely compliance rate with requirements in EEO settlements.
- OCREO revamped the entire investigative process and established a new branch devoted to investigations. OCREO’s revamp was developed to achieve timelier and legally sufficient Reports of Investigation (ROIs) and also to obtain a seasoned supervisor. The selected supervisor had years of contracting experience who has the job of leading the new branch and a team of new Contracting Officer Representatives (CORs).
- OCREO co-chaired the EEOC’s Proactive Prevention Workgroup in which members from various Federal agencies identified best practices in the areas of EEO/diversity training, climate assessments, marketing, strategic integration with other human capital plans, use of demographic profiles, awards and recognition, and performance elements.

Executive Summary: Workforce Summary

As of September 30, 2017, our total workforce (permanent and temporary) consisted of 62,512 employees, according to SSA’s payroll provider, the Department of Interior. The workforce consisted of 61,953 permanent employees and 559 temporary employees.

An analysis of our workforce revealed that SSA is one of the most diverse agencies in the Federal Government with a minority workforce representation at or above the CLF. Additionally, our workforce was comprised of 53.97 percent (CLF - 27.64 percent) minorities and 64.73 percent (CLF - 48.16 percent) females.

For the purpose of this report, the EEOC defines a barrier as an agency personnel policy, principle, or practice that restricts or tends to limit the representative employment of applicants and employees as related to females, minorities, and individuals with disabilities. Types of data available to conduct barrier analysis include workforce demographic snapshots, transactional data, applicant flow data, climate surveys, and EEO complaint trend data.

The table that follows contains an overview of the SSA workforce by gender as compared to the CLF. At SSA, participation of males in our workforce are below the CLF and females above CLF. Although the total workforce decreased slightly from FY 2016 to FY 2017, the participation rates increased slightly for males and decreased slightly for females.

	CLF		FY 2016		FY 2017		NET CHANGE	
	%	#	%	#	%	#	%	
Total Workforce	100%	64,600	100%	62,512	100%	-2,088	-3.23%	
MALE	51.84%	22,649	35.06%	22,045	35.27%	-604	-2.67%	
FEMALE	48.16%	41,951	64.94%	40,467	64.73%	-1,484	-3.54%	

The table that follows contains an overview of the SSA workforce by race and ethnicity as compared to the CLF and net change from FY 2016 to FY 2017. Section I of this MD-715 report contains identified triggers and analysis of potential barriers.

RACE/ETHNICITY	SEX	CLF	FY 2016		FY 2017		NET CHANGE	
		%	#	%	#	%	#	%
Hispanic or Latino	male	5.17%	3,132	4.85%	3,089	4.94%	-43	-1.37%
	female	4.79%	6,730	10.42%	6,584	10.53%	-146	-2.17%
White	male	38.33%	12,374	19.15%	11,948	19.11%	-426	-3.44%
	female	34.03%	17,784	27.53%	16,828	26.92%	-956	-5.38%
Black or African American	male	5.49%	5,096	7.89%	4,948	7.92%	-148	-2.90%
	female	6.53%	14,063	21.77%	13,706	21.93%	-357	-2.54%
Asian	male	1.97%	1,592	2.46%	1,602	2.56%	10	0.63%
	female	1.93%	2,458	3.80%	2,442	3.91%	-16	-0.65%
Native Hawaiian or Other Pacific Islander	male	0.07%	111	0.17%	102	0.16%	-9	-8.11%
	female	0.07%	149	0.23%	135	0.22%	-14	-9.40%
American Indian or Alaska Native	male	0.55%	254	0.39%	253	0.40%	-1	-0.39%
	female	0.53%	583	0.90%	566	0.91%	-17	-2.92%
Two or more races	male	0.26%	85	0.13%	93	0.15%	8	9.41%
	female	0.28%	182	0.28%	193	0.31%	11	6.04%
Total Workforce	male	51.84%	22,649	35.06%	22,045	35.27%	-604	-2.67%
	female	48.16%	41,951	64.94%	40,467	64.73%	-1,484	-3.54%

In addition to race and national origin, we also analyzed our workforce with targeted disabilities; 10.91 percent of our workforce self-identified as having a disability, and 2.02 percent of our workforce self-identified as an employee with a targeted disability (EWTD). This 2.02 percent EWTD representation is slightly above the benchmark of 2.0 percent established by the EEOC.

Executive Summary: Accomplishments

Below is a summary of our Agency’s EEO Plan action items that were implemented or accomplished in FY 2017:

➤ Quality and Timeliness

To address EEOC concerns about the untimely processing of investigations and FADs challenges with quality and timeliness, we have taken the following actions in FY17:

- Improved SSA’s timeliness rate for investigations to 75 percent
- Improved SSA’s timeliness rate for FADs to 76.1 percent
- Increased non-manager use of ADR agency-wide by 2 percent
- Completed an ADR marketing package that includes a brochure and project plan for disseminating the information in an effort to promote early resolution

➤ Policy Initiatives

To demonstrate our agency’s commitment to EEO principles and provide notice to employees of their rights and responsibilities, in FY17, we:

- Issued the EEO Policy Statement agency-wide, as a Commissioner’s Broadcast on June 21, 2017
- Posted a Diversity and Inclusion statement in December 2017.
- Worked with OLMER to begin drafting development of a No FEAR Act SOP to follow our current No FEAR Act policy

➤ **Other Reporting Requirements**

In FY17, OCREO meet the following requirements requested by the EEOC in accordance with regulatory guidance:

- Submitted timely the EEOC Form 462 (a snapshot of the Agency processing timeliness at the end of the fiscal year)
- Submitted timely the Annual No FEAR Act Report to the EEOC and Congress
- Posted all quarterly No FEAR data on the external SSA website, per the No FEAR Public Law mandate

Executive Summary: Planned Activities

- In FY 2018, we will focus on the following activities to enhance our EEO program:
 - Improve the quality, timeliness, and accuracy of the EEO complaint process to meet the mandated EEOC timeframes of 90 percent or better for processing discrimination complaints
 - Focus strategically on proactively identifying and eliminating barriers to EEO;
 - Enhance the software used to process reasonable accommodation requests by increasing application performance and expanding management information capabilities;
 - Increase participation in ADR (see ADR plan in Part H);
 - Update our Standard Operating Procedures to improve accuracy and timeliness in complaint processing and efficiency;
 - Restructure our “EEO counselor refresher training” to better utilize personnel and established training material;
 - Continue working with contractors to receive better work products of ROIs
 - Continue on-the-job-training with staff to optimally utilize personnel.

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PART F

EEOC FORM 715-01 PART F	<i>U.S. Equal Employment Opportunity Commission</i> FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT
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CERTIFICATION of ESTABLISHMENT of CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

I, Claudia Postell, Acting Associate Commissioner for Civil Rights and Equal Opportunity, am the

Principal EEO Director/Official for Social Security Administration

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

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

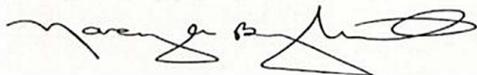
I certify that proper documentation of this assessment is in place and is being maintained for EEOC review upon request.



Signature of Principal EEO Director/Official
Certifies that this Federal Agency Annual EEO Program Status
Report is in compliance with EEO MD-715.

5/10/14

Date



5/10/14

Signature of Agency Head or Agency Head Designee

Date

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PART H.1 - Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

Essential Element	Type of Program Deficiency	Brief Description of Program Deficiency
Element C - Management and Program Accountability	F: Agency Does Not Timely Comply with EEOC Orders	The agency does not comply within the established timeframes for EEOC, Merit Systems Protection Board, Federal Labor Relations Authority, labor arbitrators, and District Court orders.

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
To ensure 100 percent agency compliance.	10/01/2016	09/30/2018	

Responsible Officials

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director, Center for Complaints Resolution	Dorenda King
EEO Settlements & Compliance Officer/Specialist	Moshe Glickman
EEO Settlements & Compliance Officer (Alternate)	Shanitta Garey

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
<ul style="list-style-type: none"> Strengthened coordination with EEOC's Office of Federal Operations (OFO) through quarterly and ad hoc teleconferences with the OFO compliance officer. 	Ongoing	Yes	09/30/2016
<ul style="list-style-type: none"> Revised OCREO's internal compliance processes, including developing a Standard Operating Procedure and a unified method of distributing EEOC findings. 	Ongoing	Yes	09/30/2016
<ul style="list-style-type: none"> Improved coordination and communication between OCREO and other components needed to implement terms of settlements and findings. 	Ongoing	Yes	09/30/2016
<ul style="list-style-type: none"> Improve compliance by achieving a 90 percent or more timeliness rate for compliance with EEOC Orders. 	09/30/2017	No	

Report of Accomplishments and Modifications to Objective

OCREO works diligently to ensure that we implement remedial actions required by EEOC decisions in EEO complaints filed by SSA employees, former employees, and applicants for employment. In FY 2017, we:

- Implemented measures to improve the EEO compliance program resulting in an 88 percent timely compliance rate with requirements from the EEOC by:
 - Staffing our compliance program with two compliance officers and an administrative backup team consisting of three employees to ensure timely compliance and reporting to the EEOC
 - Maintaining a strong working relationship with the Office of Federal Operations (OFO), Equal Employment Opportunity Commission (EEOC), compliance officer and SSA regions to ensure timely and complete compliance with EEOC decisions

- Continuing an agreement with OFO to send regular Federal Appeals Pending reports, list open compliance cases, and verify receipt of proof of compliance
 - Continuing to brief the OCREO EEO Director on new EEOC and OFO findings to discuss areas for improvement in EEO compliance
 - Briefing CREO Managers and EEO Director regularly on important EEOC compliance issues
- Implemented the following measures to improve the EEO settlement process, resulting a 91 percent timely compliance rate with requirements in EEO settlements:
 - Coordinating with the Office of the General Counsel to draft and implement a new EEO model settlement agreement
 - Initiating discussions with the Office of the General Counsel to develop updated standard operating procedures for settlement approvals
 - Acting as liaison and facilitated requests for settlement authority within the delegated authority of the Deputy Commissioner for Human Resources and the EEO Director
 - Briefing the Regional CREO Managers and the EEO Director on implementation requirements for EEO settlements as needed
 - Ensuring timely and accurate processing of settlement payments through our agency's Office of Finance

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PART H.2 - Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

Essential Element	Type of Program Deficiency	Brief Description of Program Deficiency
Element D – Efficiency	Is the participation of supervisors and managers in the ADR process required?	Managers/Supervisor ADR participation is not mandatory; however, they are encouraged to participate in ADR.

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
Developed an action plan to promote ADR as the most viable option for resolving workplace disputes at the lowest level.	10/01/2018	09/30/2019	

Responsible Officials

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director for Complaints Resolution	Dorenda King
Deputy Director for Complaints Resolution	Catherine Solomon

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Strengthen ADR training for managers and supervisors with a focus on the benefits of ADR and use of scenarios based on EEO trends identified in agency settlements.	09/30/2018	Ongoing	
Continue training managers in small groups within components.	09/30/2018	Ongoing	
Solicit input from SSA's Advisory Council on ways to increase ADR participation among employees and supervisors.	09/30/2018	Ongoing	
Capitalize on opportunities where Executives have articulated support for ADR (such as OPSOS) and Monthly Meetings.	09/30/2018	Ongoing	
Develop and implement a marketing plan to increase employee participation.	09/30/2018	Ongoing	
Update OCREO's on-line training library to highlight ADR.	09/30/2018	Ongoing	

Report of Accomplishments and Modifications to Objective

In FY 2017, the EEOC conducted an audit of SSA's EEO program. ADR was identified as an area of improvement based on low participation of managers and supervisors, as well as the reluctance of employees to participate in this process. The EEOC has established a participation rate goal of 90 percent or better. Specifically, the data below illustrate participation rates of aggrieved parties and managers for FY 2016 and FY 2017:

ADR Participation	FY 2016	FY 2017
% Aggrieved Participation	52.0%	53.4%
% Management Participation	86.1%	79.8%

This plan addresses deficiencies and identifies specific goals with timelines for completion.

ADR has been identified as an agency specific Diversity and Inclusion (D&I) strategic goal for FY 2018. With the realignment of the ODI under OCREO, this collaboration will greatly assist SSA in implementing a more focused strategy that highlights the benefits of ADR and provides the tools for parties to work through disputes at the early stages.

In October 2017, OCREO began to draft its 2018 OCREO's ADR Action Plan. The goal of this Action Plan is to connect our agency mission to the standards mandated by the EEOC, and outlines actionable steps that will enable us to: (1) increase overall participation in ADR and (2) increase management participation in ADR. The realization of these goals will produce both tangible and intangible benefits.

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PART H.3 - Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

Essential Element	Type of Program Deficiency	Brief Description of Program Deficiency
Element E – Efficiency	E: Agency Does Not Timely/Effectively Complete Investigations	The agency is less than 100 percent timely processing investigation.

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
To increase EEO complaint investigations to 100 percent timely.	10/01/2016	09/30/2019	

Responsible Officials

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director for Complaints Resolution	Dorenda King
Deputy Director for Complaints Resolution	Catherine Solomon
Complaints Resolution Branch Chief A	Rachel Urdan
Complaints Resolution Branch Chief B	Dalton Ruffin
Complaints Resolution Branch Chief C	Valerie Norris

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Continue to monitor our processes and modify them as necessary in our effort to complete EEO investigations within specified timelines.	09/30/2018	No	
Ensure that investigators are aware of our standards and work closely with the firms to ensure that they are providing acceptable reports.	09/30/2018	No	
Continue to train staff in effective Repots of Investigations (ROI) reviews to reduce the backlog of ROI reviews.	09/30/2018	No	
Deem it a priority to complete requests for amendments within five business days to decrease lag time for investigations of amended claims.	09/30/2018	No	

Report of Accomplishments and Modifications to Objective

In FY 2017, we improved SSA's timeliness rate for investigations to 75 percent an increase of 31.7 percent from FY 2016. Additionally, we accomplished the following:

- Continued training efforts of our staff to timely review reports of investigations and properly analyze ROIs for legal and technical sufficiency
- Established weekly meetings between the Contracting Officer Representatives (CORs) with upper management regarding investigation processing and ROI review
- Revised our Blanket Purchase Order and Statement of Work to meet processing needs with contractors
- Enhanced the quality of work received from EEO contractors with only 7 percent returned as insufficient in FY 2017 as opposed to an 18 percent being returned in FY 2016
- Improved EEO contractor timeliness rates for submitting deliverables to SSA from 55 percent in FY 16 to 84 percent in FY 17, a 29 percent increase.

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PART H.4 - Agency EEO Plan to Attain the Essential Elements of a Model EEO Program

Statement of Model Program Essential Element Deficiency

Essential Element	Type of Program Deficiency	Brief Description of Program Deficiency
Element E – Efficiency	E: Agency Does Not Timely/Effectively Issue Final Agency Decisions	The agency does not issue Final Agency Decisions (FADs) within 60 calendar days from the date of the request.

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
To issue FADs within 60 calendar days from the date of the request	10/01/2016	09/30/2018	

Responsible Officials

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director for Complaints Resolution	Dorenda King
Deputy Director for Complaints Resolution	Catherine Solomon
Complaints Resolution Branch Chief A	Rachel Urdan
Complaints Resolution Branch Chief B	Dalton Ruffin
Complaints Resolution Branch Chief C	Valerie Norris

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Brought in-house the drafting of all Final Agency Decisions (FADs).	09/30/2016	Yes	9/30/2017
Developed additional training material regarding FAD drafting and ROI review, which played a role in the delay of FADs when ROIs were legally insufficient	09/30/2016 and ongoing	Yes	9/30/2017
Devise a process to balance drafting of FADs in-house and use of contractors for this work to accommodate staffing losses.	09/30/2018		

Report of Accomplishments and Modifications to Objective

OCREO continues its efforts to ensure the timely issuance of FADs. In FY 2017, SSA's timeliness rate for FADs was 76.1 percent, an increase of 14.8 percent in FY 2016. The following factors attributed to this increase:

- Improved oversight of the contract investigation process
- Improved monitoring and updating of the ROI issuance to avoid untimely Agency issued FADs
- Monitored the 30-day period, consistently and timely, which afforded to complainants, who receive an ROI, to elect either a hearing before an EEOC administrative judge (AJ) or a FAD, to ensure we issue a timely FAD. (Note: The 30-day election period for an investigated complaint begins when the complainant receives the ROI.)
- Monitored AJ remands that order a FAD, consistently and timely, to ensure we issue a FAD within 60 days of our receipt of the AJ's order
- Improved oversight of the contract FAD-drafting process by providing contractors with a boilerplate for FAD analysis and using contractors with approved FAD writing style
- Revised a more detailed FAD Standard Operating Process.

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PART I.1 - Agency EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table (if applicable)	Row within Identified Workforce Data Table (if applicable)	Narrative Description of Trigger
Workforce Data Tables (See tables below)	Table A4-1	GS-13 and above grade levels	Females have a lower than expected participation rate at the GS-13 grade level and above when considering their representation in the SSA workforce.

EEO Group(s) Affected by Trigger

EEO Group	Affected By Trigger?
All Females	Yes

Barrier Analysis Process

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Workforce Data Tables Reviewed	Yes	The number of employees at the GS-13 level and above decreased slightly from 10,995 in FY 2016 to 10,652 in FY 2017. FY 2017 data show the total female workforce at the GS-13 level and above at 5,953 (56%). FY 2016 Female workforce (6,164 at 56%) data show the participation rate has gone significantly lower with a loss of 211 females at the GS-13 grade level and above. As a whole, females represent 65% of SSA's total workforce.
Complaint Data (i.e., Trends, Findings of Discrimination, etc.)	Yes	Females filed fewer complaints in FY 2017 (132) compared to FY 2016 (172) complaints. Bases for complaints were highest in harassment, both Non-sexual harassment (38 in FY 2017 and 60 in FY 2016),

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
		Sexual harassment (12 in FY 2017 and 10 in FY 2016), Promotion/Non-selection is the second highest complaint filed by bases (16 in FY 2017 and 38 in FY 2016) (based on data in our 462 reports).
Grievance Data	Yes	From January 2017 to August 24, 2017, the number of grievances filed overall was 528, 345 males (65%) and 183 females (35%). FY 2016 grievance data is not available. We were unable to determine the types of grievances filed because the data provided did not capture that information.
Climate Assessment Survey	Yes	SSA's results on the U.S. Office of Personnel Management's New Inclusion Quotient (IQ) Index score increased from 59% in FY 2016 to 60% in FY 2017. The New IQ index is a tool for agencies to gauge whether their agencies are inclusive. Furthermore, one sub index, Fair, of the New IQ Index, measures employees' perceptions of equitable treatment. For FY 2016 and FY 2017, SSA's score was 46% on the Fair sub index.
Exit Interview Data	Yes	The Office of Human Resources (OHR) administered an Exit Survey to employees who separated from SSA in FY 2015. In FY 2015, 4,228 employees separated. 2,172 of these employees responded to the survey. Exit Interview Data was not available for fiscal years 2016 and 2017. The data does not capture RNO of employees.
Interviews	Yes	The four-year average of FEVS results on question 22 "Promotions in my work unit are based on merit." indicate that, in general, about one-third (33.5%) of SSA employees perceive that promotions are fair. Employees' perceptions on merit-based promotions are significantly higher at higher grades (GS-13 and above) with 50.7% for females and 52.3% for males.
Applicable Policies and Procedures	Yes	Applicable policies and procedures include EEOC Policy, Union Contracts, Personal Policy Manuel, etc.
Reports (OIG, EEOC, MSPB, GAO, etc.)	No	Not available

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Other – Applicant Flow Data	Yes	In FY 2016, of the 43,415 individuals who applied for SSA positions through USA Jobs, 16,646 (38%) females applied, 13,809 females qualified, 10,011 were referred, and 1,149 were selected. FY 2017 applicant flow data was not available at the time of our analysis.

Status of Barrier Analysis Process

Barrier Analysis Process Completed?	Barrier(s) Identified?
Ongoing	

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.	01/01/2016	09/30/2018	

Responsible Official(s)

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director, Center for Cultural Diversity	Hugh G. McPhail
Special Emphasis Program Managers Team Leader	Sheila R. Johnson

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Engage in barrier analysis studies of each agency components.	Ongoing			
Continue to meet with each Deputy Commissioner to discuss his/her workforce and identify specific strategies to increase the representation of employees in specific categories and grade levels.	Ongoing			

Report of Accomplishments and Modifications to Objective

We note that fewer females filed complaints in FY 2017 compared to FY 2016. In addition to the mandatory anti-harassment training provided to SSA employees annually, we recommend that the agency implement regularly recurring communication (e.g. quarterly emails or public service announcements (PSA)) to remind all employees of the consequences of harassment. This action may lower the number of harassment complaints.

Female employees have a lower than expected participation rate at the GS-13 grade level and above when considering their representation in the SSA workforce. We will focus on the following objectives in the future: (1) Utilize training and other developmental opportunities to increase the representation of females at the GS-13 level and above in our workforce. (2) We will conduct an analysis for the agency using FY 2018 data once it is available. Once the agency completes the assessment, we will work with the agency components to develop action plans designed to address triggers found and to eliminate identified barriers. (3) We will continue to conduct agency-wide analysis in future years to determine if trends exist. (4) We will identify data categories that will be useful during our analyses and suggest modifications to databases to collect the data.

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PART I.2 - Agency EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table (if applicable)	Row within Identified Workforce Data Table (if applicable)	Narrative Description of Trigger
Workforce Data Tables (See tables below)	Table A4-1	GS-13 and above grade levels	Hispanic/Latino females have a lower than expected participation rate at the GS-13, GS-14, GS-15, and SES levels and Hispanic/Latino males at the GS-13, GS-14 and GS-15 levels when considering their representation in the SSA workforce.

EEO Group(s) Affected by Trigger

EEO Group	Affected By Trigger?
Hispanic or Latino females and males	Yes

Barrier Analysis Process

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Workforce Data Tables Reviewed	Yes	The number of employees at the GS-13 level and above decreased slightly from 10,995 in FY 2016 to 10,652 in FY 2017. Participation of Hispanic/Latino males in our workforce remained constant at 3% with 356 in FY 2016 and 360 in FY 2017. Participation of Hispanic/Latino females in our workforce increased slightly from 5% (584) in FY 2016 to 6% (586) in FY 2017. Compared to the CLF, SSA's FY 2017 Hispanic/Latino female participate rate of 10.53% is well above the CLF rate of 4.79%.

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Complaint Data (i.e., Trends, Findings of Discrimination, etc.)	Yes	Complaints filed by Hispanic/Latino employees decreased slightly from 61 in FY 2017 to 65 in FY 2016. The primary complaints bases for Hispanic/Latino employees were non-sexual harassment (18 in FY 2017 and 16 in FY 2016), sexual harassment (0 in FY 2017 and 1 in FY 2016), and promotion/non-selection, the second highest complaint filed by bases (10 in FY 2017 and 18 in FY 2016).
Grievance Data	Yes	From January 2017 to August 24, 2017, the number of grievances filed overall was 528, 345 males and 183 females. Of this total, 30 Hispanic males (6%) and 46 Hispanic females (9%) filed grievances. FY 2016 grievance data is not available. We were unable to determine the types of grievances filed because the data provided did not capture that information.
Climate Assessment Survey	Yes	SSA's results on the OPM's New Inclusion Quotient (IQ) Index score increased from 59% in FY 2016 to 60% in FY 2017. The New IQ index is a tool for agencies to gauge whether their agencies are inclusive. Furthermore, one sub index, Fair, of the New IQ Index, measures employees' perceptions of equitable treatment. For FY 2016 and FY 2017, SSA's score was 46% on the Fair sub index.
Exit Interview Data	Yes	The OHR administered an Exit Survey to employees who separated from SSA in FY 2015. In FY 2015, 4,228 employees separated. 2,172 of these employees responded to the survey. This analysis is ongoing. The exit interview data does not capture grade levels. Exit interview data was not available for fiscal years 2016 and 2017. The data does not capture RNO of employees.
Interviews	Yes	The four-year average of FEVS results on question 22 "Promotions in my work unit are based on merit." indicate that, in general, about one-third (33.5%) of SSA employees perceive that promotions are fair. Employees' perceptions on merit-based promotions are significantly higher at higher grades (GS-13 and above) with 50.7% for females and 52.3% for males.

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Applicable Policies and Procedures	Yes	Applicable policies and procedures include EEOC Policy, Union Contracts, Personal Policy Manuel, etc.
Reports (OIG, EEOC, MSPB, GAO, etc.)	No	Not available
Other - Applicant Flow Data	Yes	In FY 2016, of the 43,415 individuals applied for SSA positions within SSA through USAJobs, 6,043 (13%) Hispanic/Latino males and females applied, 5,018 Hispanic/Latino applicants qualified, 3,756 were referred, and 414 were selected. FY 2017 applicant flow data was not available at the time of our analysis.

Status of Barrier Analysis Process

Barrier Analysis Process Completed?	Barrier(s) Identified?
Ongoing	

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.	10/1/2016	09/30/2018	

Responsible Official(s)

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral

Title	Name
Director, Center for Cultural Diversity	Hugh G. McPhail
Special Emphasis Program Managers Team Leader	Sheila R. Johnson

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Engage in barrier analysis studies of each agency components.	Ongoing			
Continue to meet with each Deputy Commissioner to discuss his/her workforce profile and identify specific strategies to increase the representation of employees in grade levels.	Ongoing			

Report of Accomplishments and Modifications to Objective

Although the Hispanic/Latino total workforce has decreased slightly from 9,862 employees in FY 2016 to 9,673 employees in FY 2017, the participation of Hispanic/Latino employees in our workforce increased slightly. However, Hispanic/Latino males and females in our workforce have a lower than expected participation rate at grades GS-13 and above. We will focus on the following objectives in the future: (1) We will increase the representation of the Hispanic/Latino workforce at the GS-13 level and above by providing more training and job opportunities to our workforce. (2) We will continue our recruitment efforts for Hispanic/Latino individuals by conducting recruitment events at Hispanic Institutions of Higher Learning. (3) We will conduct our analysis for the agency using FY 2018 data once it is received. (4) We will continue to conduct agency-wide analysis in future years to determine if trends exist. (5) Once the agency completes the assessment, we will work with the agency components to develop action plans designed to address triggers found and eliminate identified barriers. (6) As appropriate, we will modify our databases to capture data that we were unable to capture in the needed categories of data.

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PART I.3 - Agency EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table (if applicable)	Row within Identified Workforce Data Table (if applicable)	Narrative Description of Trigger
Workforce Data Tables (See tables below)	Table A4-1	GS-13 and above grade levels	Black or African American females have a lower than expected participation rate at the GS-13, GS-14, GS-15, and SES levels and Black or African American males at the GS-14 level when considering their representation in the SSA workforce.

EEO Group(s) Affected by Trigger

EEO Group	Affected By Trigger?
Black or African American Males and Females	Yes

Barrier Analysis Process

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Workforce Data Tables Reviewed	Yes	The number of employees at the GS-13 level and above decreased slightly from 10,995 in FY 2016 to 10,652 in FY 2017. In FY 2016, there was a total of 1,771(17%) Black or African American female employees at the GS-13 grade level and above and in FY 2017 there was a total of 1,731 (16%) in the same group. In FY 2016 Black or African American males comprised of 784 (7%) of the number of employees at the GS-13 and above grade levels and in 2017, represented 779 (7%) in the same category. These

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
		targeted groups are below the expected representation level
Complaint Data (i.e., Trends, Findings of Discrimination, etc.)	Yes	In FY 2017, 85 of 479 EEO complaints filed were based on Promotion/Non Selection and 50 of the 85 complaints were filed by females.
Grievance Data	Yes	There were 528 formal grievances filed in FY 2017 and 188 complaints were filed by Black or African Americans (36%). Of the 188 complaints, 136 were filed by females (26%) and 52 were filed by males (10%).
Climate Assessment Survey	Yes	SSA's results on the OPM's New IQ Index score increased from 59% in FY 2016 to 60% in FY 2017. The New IQ index is a tool for agencies to gauge whether their agencies are inclusive. Furthermore, one sub index, Fair, of the New IQ Index, measures employees' perceptions of equitable treatment. For FY 2016 and FY 2017, SSA's score was 46% on the Fair sub index.
Exit Interview Data	Yes	The OHR administered an Exit Survey to employees who separated from SSA in FY 2015. In FY 2015, 4,228 employees separated. 2,172 of these employees responded to the survey. This analysis is ongoing. The exit interview data does not capture grade levels. Exit interview data was not available for fiscal years 2016 and 2017. The data does not capture RNO of employees.
Interviews	Yes	The four-year average of FEVS data shows that 67.6% of female, Black or African American, GS 13-15/SES, believe their supervisors are committed to a workforce representative of all segments of society. The SSA percentage exceeds the government-wide percent of 66%. Moreover, the opinion of Black or African American males in the GS-14 grade level rated the same questions with a 71.8% positive response rate.
Applicable Policies and Procedures	Yes	SSA examined whether barriers to equal employment opportunity exist using the aforementioned triggers. In particular were reviewed: EEO Policies, Office of Disability Adjudication and Review SMART Guide, Agency Negotiated Bargaining Agreements,

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
		Memorandums of Understanding (MOU), and Administrative Information Manual's (AIMS).
Reports (OIG, EEOC, MSPB, GAO, etc.)	No	Not available
Other (Please Describe)	Yes	In FY 2017, 128,625 individuals applied for positions within SSA. Black or African American's comprised 36,842 (28.64%) of applicants. Of the 93,846 qualified individuals, 26,575 (28.32 %) were in the targeted group. Of the 47,595 referred, 11,241 (23.62%) were targeted group. Of the 5,675 hired, 1,025 (18.06%) were in the targeted group. Black or African American applicants made it through the job selection process well, until the time of selection. They were selected for positions at a lower than expected rate.

Status of Barrier Analysis Process

Barrier Analysis Process Completed?	Barrier(s) Identified?
Ongoing	Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis, and plans are underway to revamp the project during FY 2018.

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are	10/01/2016	09/30/2018	

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
currently conducting a thorough barrier analysis.			

Responsible Official(s)

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director, Center for Cultural Diversity	Hugh G. McPhail
Special Emphasis Program Managers Team Leader	Sheila R. Johnson

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Engage in barrier analysis studies of each agency components.	Ongoing			
Continue to meet with each Deputy Commissioner to discuss his/her workforce and identify specific strategies to increase the representation of employees in specific categories and grade levels.	Ongoing			

Report of Accomplishments and Modifications to Objective

The feeder applicant pool of GS-12 Black or African American females is 2,398 (19.34%), which is slightly below the workforce of 21.81%. However, we have a strong feeder applicant pool at the GS-11 and below grades at 25.14%. The feeder applicant pool for GS-14 males is 527 (7.51%) and that is virtually equal to the 7.87% of the workforce for Black or African American males. We recommend collaboration with Black Affairs Advisory and Women's Affairs Advisory Councils to encourage them to conduct career counselling and form SSA-45

“Experience and Qualification Statement for Position Vacancy” workshops to help their members to become better prepared for future promotion consideration.

SSA expanded its training portfolio with the implementation of EEO One Stop. We updated EEO Standard Operating Procedures and trained EEO practitioners on our updated policies. We are revamping our Barrier Analysis program. The Agency modified its harassment prevention and No FEAR Act training for all employees, in compliance with statutory requirements. Moreover, we have partnership agreements with Historically Black Colleges and Universities (HBCUs) and seven Tribal Colleges and Universities (TCUs) to increase community outreach and to educate students and Veterans about employment opportunities. We anticipate the above actions will have a positive effect on Applicant Flow process and selection rates of minority applicants.

We will focus on the following objectives in the future: (1) Utilize training and other developmental opportunities to increase the representation of Black or African American employees at the GS-13 level and above in our workforce. (2) We will conduct an analysis for the agency using FY 2018 data once it is available. Once the agency completes the assessment, we will work with the agency components to develop action plans designed to address triggers found and to eliminate identified barriers. (3) We will continue to conduct agency-wide analysis in future years to determine if trends exist. (4) We will identify data categories that will be useful during our analyses and suggest modifications to databases to collect the data.

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PART I.4 - Agency EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table (if applicable)	Row within Identified Workforce Data Table (if applicable)	Narrative Description of Trigger
Workforce Data Tables (See tables below)	Table A4	GS-15	Asian males have a lower than expected participation rate at SES level and Asian females at the GS-15, when considering their representation in the SSA workforce and the number of positions available for those levels in SSA.

EEO Group(s) Affected by Trigger

EEO Group	Affected By Trigger?
Asian males and females	Yes

Barrier Analysis Process

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Workforce Data Tables Reviewed	Yes	In FY 2017, SSA had a total of 728 employees at the GS-15 level, compared to FY 2016 with a total of 778. FY 2017 data show the Asian male GS-15 level workforce at 3% (19) and Asian females at 2% (14) compared to FY 2016 with 3% (21) males and 2% (12) females. The participation rate of Asian males and females remained the same at the GS-15 level.
Complaint Data (i.e., Trends, Findings of Discrimination, etc.)	Yes	FY 2017 data show a total of 16 complaints filed by Asian employees compared to 19 in FY 2016. FY 2017 and FY 2016 462 reports show Asian employees filed more complaints by these bases;

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
		Non-sexual harassment – FY 2017 (5 filed) – FY 2016 (10 filed); Promotion/Non-selection is the second highest complaint filed by bases at 4 for FY 2017 and 4 for FY 2016. The amount of complaints filed by Asian employees has decreased.
Grievance Data	Yes	From January 2017 to August 24, 2017, the number of grievances filed overall was 528, 345 males and 183 females. Of this total, no Asian males (0%) and seven Asian females (1%) filed grievances.
Climate Assessment Survey	Yes	SSA's Diversity and Inclusion Survey shows that slightly more than one-third of SSA respondents feel that the promotion process is fair. Forty-five percent of respondents believe that the promotion process is not fair and equitable. The survey does not capture RNO or Grade level data.
Exit Interview Data	Yes	OHR administered an Exit Survey to employees who separated from SSA in FY 2015. In FY 2015, 4,228 employees separated. 2,172 of these employees responded to the survey. This analysis is ongoing. The exit interview data does not capture grade levels.
Interviews	Yes	The four-year average of FEVS data (2012-2015) shows that Asian employees at the GS-15 grade level and above feel that promotions in their work unit are based on merit.
Applicable Policies and Procedures	Yes	EEOC Policy, Union Contracts, Personal Policy Manuel, etc.
Reports (OIG, EEOC, MSPB, GAO, etc.)	No	Not available
Other - Applicant Flow Data	Yes	In FY 2016, 43,415 individuals applied for positions within SSA, Asian applicants comprised 1,577 (3.5%). Of the Asian applicants, 1,378 qualified. Of those qualified, 1,069 were referred, and 126 were selected. FY 2017 applicant flow data was not available.

Status of Barrier Analysis Process

Barrier Analysis Process Completed?	Barrier(s) Identified?
Ongoing	

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.	10/01/2016	09/30/2018	

Responsible Official(s)

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director, Center for Cultural Diversity	Hugh G. McPhail
Special Emphasis Program Managers Team Leader	Sheila R. Johnson

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Engage in barrier analysis studies of each agency components.	Ongoing			
Continue to meet with each Deputy Commissioner to discuss his/her workforce	Ongoing			

Planned Activities	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
profile and identify specific strategies to increase the representation of employees in higher grade levels.				

Report of Accomplishments and Modifications to Objective

Asian males have a lower than expected participation rate at the SES level and Asian females at the GS-15 level when considering their representation in the SSA workforce. The permanent Asian workforce has increased by 15 employees since FY 2016.

We will focus on the following objectives in the future: (1) We will increase the representation of the Asian employees at the GS-15 level and above by providing more training and job opportunities in our workforce. (2) We will increase our recruitment efforts for Asian employees by conducting recruitment events at Institutions of Higher Learning with a high Asian populous. (3) We will conduct our analysis for the agency using FY 2018 data once it is received. (4) We will continue to conduct agency-wide analysis in future years to determine if trends exist. (5) Once the agency completes the assessment, we will work with the agency components to develop action plans designed to address triggers found and eliminate identified barriers. (6) We will modify all databases to report the data that we were unable to capture in the above sources of data categories. (7) We will modify all databases to report all data that we were unable to capture in the above sources of data categories.

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PART I.5 - Agency EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table (if applicable)	Row within Identified Workforce Data Table (if applicable)	Narrative Description of Trigger
Workforce Data Tables (See tables below)	Table A3/B3	First-Level Officials and Managers, Executive/Senior Level	White males have a lower than expected participation rate in the occupational category First-Level Officials/ Managers, but a higher than expected participation rate in the Executive and Senior Level (Grades 15 and above) when considering their total representation in SSA.

EEO Group(s) Affected by Trigger

EEO Group	Affected By Trigger?
White males	Yes

Barrier Analysis Process

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Workforce Data Tables Reviewed	Yes	In FY 2017, there was a total of 5,784 employees in grades GS-13 and above compared to FY 2016 at 5,868. Data show that in 2017, there was a total of 2,124 employees at the First-Level Officials/Managers category, of that, 314 are White males (15%). In FY 2016, there was a total of 2,222 employees at the First Level Officials/Managers category, of that, 334 are White males (15%). At the Executive and Senior levels (grades GS-15 and above), in FY 2017, white males are represented at 1,118 of the 2,322 total (48%)

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
		compared to FY 2016, of which 1,151 at of the 2,346 total (49%) are white males.
Complaint Data (i.e., Trends, Findings of Discrimination, etc.)	No	IComplaints does not capture data for this group.
Grievance Data	Yes	From January 2017 to August 24, 2017, the number of grievances filed overall was 528; 345 were males.
Climate Assessment Survey	Yes	SSA's Diversity and Inclusion Survey shows that slightly more than one-third of SSA respondents feel that the promotion process is fair. Forty-five percent of respondents believe that the promotion process is not fair and equitable.
Exit Interview Data	No	This survey doesn't capture data for this group.
Interviews	Yes	The four-year average of FEVS data shows that 33.5% of all SSA employees feel that promotions in their work unit are based on merit.
Applicable Policies and Procedures	Yes	EEOC Policy, Union Contracts, Personal Policy Manuel, etc.
Reports (OIG, EEOC, MSPB, GAO, etc.)	No	Nothing recent concerning this trigger located.
Other – Applicant Flow Data	Yes	Applicant flow data does not capture data for this group.

Status of Barrier Analysis Process

Barrier Analysis Process Completed?	Barrier(s) Identified?
Ongoing	

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.	10/01/2016	09/30/2018	

Responsible Official(s)

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director, Center for Cultural Diversity	Hugh G. McPhail
Special Emphasis Program Managers Team Leader	Sheila R. Johnson

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Engage in barrier analysis studies of each agency components.	Ongoing			
Continue to meet with each Deputy Commissioner to discuss his/her workforce profile and identify specific strategies to increase the representation of employees in under-represented grade levels.	Ongoing			

Report of Accomplishments and Modifications to Objective

White males have a lower than expected participation rate in the occupational category First-Level Officials/Managers, but maintain a higher than expected participation rate in the Executive and Senior Level (Grade 15 and above) when considering their total representation in the SSA workforce. We will focus on the following objectives in the future: (1) We will increase the representation of white males at the First-Level Officials/Manager positions by providing more training and job opportunities to our workforce. (2) We will conduct our analysis for the agency using FY 2018 data once it is received. (3) We will continue to conduct agency-wide analysis in future years to determine if trends exist. (4) Once the agency completes the assessment, we will work with the agency components to develop action plans designed to address triggers found and eliminate identified barriers. (5) We will modify all databases to report the data that we were unable to capture in the above sources of data categories.

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PART I.6 - Agency EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table (if applicable)	Row within Identified Workforce Data Table (if applicable)	Narrative Description of Trigger
Workforce Data Tables (See tables below)	Table A11	GS-13, GS14 Selections	American Indian/Alaska Natives males and females have a lower than expected internal selection rate for GS-13 and GS-14 positions when considering their availability in the previous grade.

EEO Group(s) Affected by Trigger

EEO Group	Affected By Trigger?
American Indian or Alaska Native males and females	Yes

Barrier Analysis Process

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Workforce Data Tables Reviewed	Yes	In FY 2016, there was a total of 684 internal selections for GS-13. One AIAN male (.15%) and two AIAN females (.29%) received the selections. In FY 2016, there was a total of 345 internal selections for GS-14. One AIAN male (.29%) and one AIAN female (.29%) were selected for GS-14 positions.
Complaint Data (i.e., Trends, Findings of Discrimination, etc.)	Yes	In FY 2017, one GS-11 AIAN male filed an EEO complaint based on non-selection due to his excepted service hiring authority. Originally dismissed by the agency, OFO recently remanded the complaint to SSA for further processing. One AIAN female filed a formal complaint based on non-sexual harassment,

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
		race, and retaliation when she was terminated for misuse of Government property.
Grievance Data	Yes	From January 2017 to August 24, 2017, the number of grievances filed overall was 528, 345 males and 183 females. Of this total, seven AIAN males (24.15%) and six AIAN females (10.98%) filed grievances.
Climate Assessment Survey	Yes	SSA's Diversity and Inclusion Survey shows that slightly more than one-third of SSA respondents feel that the promotion process is fair. Forty-five percent of respondents believe that the promotion process is not fair and equitable.
Exit Interview Data	Yes	The Office of Human Resources (OHR) administered an Exit Survey to employees who separated from SSA in FY 2015. In FY 2015, 4,228 employees separated. 2,172 of these employees responded to the survey. 24 (1.1%) were American Indian and Alaska Natives. 77% felt that diversity was promoted in SSA (8% said no; 15% had no opinion
Interviews	Yes	The four-year average of FEVS data shows that 33.5% of all SSA respondents feel that promotions in their work unit are based on merit. The comparative number for GS 13-15 and SES females is much higher at 50.7%. Even higher is the comparative number for GS 13-15 and SES males is 52.3%. Further, 52.8% of AIAN males and females believe that promotions are based on merit, which is significantly higher than SSA's overall total of 33.5% and the Federal Government's total of 32.9%.
Applicable Policies and Procedures	Yes	Ongoing
Reports (OIG, EEOC, MSPB, GAO, etc.)	No	Information not available
Other – Applicant Flow Data	Yes	In FY 2017, 128,625 individuals applied for positions within SSA, AIANs comprised 817 (.64%.) of applicants. Of the 93,846 qualified individuals, 636 (.68%) were AIANs. Of the 47,595 referred, 340

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
		(.71%) were AIANs. Of the 5,675 hired, 42 (.74%) were AIANs. American Indian or Alaska Native applicants made it through the job selection process well until the time of selection. They were selected for positions at a lower than expected rate.

Status of Barrier Analysis Process

Barrier Analysis Process Completed?	Barrier(s) Identified?
Ongoing	No

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.	10/01/2016	09/30/2018	

Responsible Official(s)

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director, Center for Cultural Diversity	Hugh G. McPhail
Special Emphasis Program Managers Team Leader	Sheila R. Johnson

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Engage in barrier analysis studies of each agency components.	Ongoing			
Continue to meet with each Deputy Commissioner to discuss his/her workforce and identify specific strategies to increase the representation of employees in specific categories and grade levels.	Ongoing			

Report of Accomplishments and Modifications to Objective

American Indian/Alaska Natives males and females have a lower than expected internal selection rate for GS-13 and GS-14 positions when considering their availability in the previous grade. We conducted our analysis using FY 2017 data. We will continue to conduct agency-wide analysis in future years to determine if trends exist. We also conduct analyses by components using the barrier analysis program. During analysis, we conduct on-going assessments to eliminate barriers and impediments to equal opportunity, component by component. Assessments include analysis of a multitude of datasets including workforce data, complaints data, transaction data (i.e. hiring, promotions, awards, etc.), and results from our Diversity and Inclusion Survey. Once we complete the assessment, we work with the component to develop action plans designed to address triggers and eliminate identified barriers.

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PART I.7 - Agency EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table (if applicable)	Row within Identified Workforce Data Table (if applicable)	Narrative Description of Trigger
Workforce Data Tables (See tables below)	Table A11	GS-15 Selections	Hispanic or Latino females and Black or African American females have a lower than expected internal selection rate for GS-15 positions when considering their availability in the GS-14 grade.

EEO Group(s) Affected by Trigger

EEO Group	Affected By Trigger?
Hispanic or Latino females	Yes
Black or African American females	Yes

Barrier Analysis Process

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Workforce Data Tables Reviewed	Yes	In FY 2017, there were a total of 728 employees at the GS-15 level, compared to FY 2016 with a total of 778. FY 2017 data shows Hispanic or Latino females at the GS-15 level comprised 29 of 728 (4%) and Black or African American females comprised 99 of 728 (14%). By comparison, in FY 2016, Hispanic or Latino females at the GS-15 level were 29 (4%) and Black or African American females were 102 (13%). Data collected shows the participation rate for Hispanic or Latino females at the GS-15 level and for Black or African American females remains the same.

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Complaint Data (i.e., Trends, Findings of Discrimination, etc.)	Yes	FY 2017 data shows a total of 61 complaints filed by Hispanic or Latino employees and 207 complaints filed by Blacks or African American employees compared to 65 complaints filed by Hispanic or Latino employees and 130 complaints filed by Blacks or African American employees in FY 2016. The FY 2017 and FY 2016 462 reports show Hispanic or Latino and Black or African American employees filed more complaints by these bases: Harassment Non-sexual/sexual and Promotion/Non-selection is the second highest complaint filed by bases for FY 2017 and FY 2016. IComplaints does not capture gender information for this category.
Grievance Data	Yes	From January 2017 to August 24, 2017, the number of grievances filed overall was 528, 345 males and 183 females. Of the 528, 46 (9%) were filed by Hispanic or Latino females and 136 (26%) were filed by Black or African American females. FY 2016 grievance data is not available.
Climate Assessment Survey	Yes	SSA's Diversity and Inclusion Survey shows that slightly more than one-third of SSA respondents feel that the promotion process is fair. Forty-five percent of respondents believe that the promotion process is not fair and equitable. The survey does not capture RNO or Grade level data.
Exit Interview Data	Yes	OHR administered an Exit Survey to employees who separated from SSA in FY 2015. In FY 2015, 4,228 employees separated. 2,172 of these employees responded to the survey. This analysis is ongoing. The exit interview data does not capture separate information for this group.
Interviews	Yes	The four-year average of FEVS data (2012-2015) shows that all employees at the GS-15 grade level and above feel that promotions in their work unit are based on merit. The interview data does not capture separate information for this group
Applicable Policies and Procedures	Yes	EEOC Policy, Union Contracts, Personal Policy Manuel, etc.

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Reports (OIG, EEOC, MSPB, GAO, etc.)	No	Information not available
Other – Applicant Flow Data	Yes	<p>In FY 2016, 43,415 individuals applied for positions within SSA.</p> <p>Hispanics or Latino females and males comprised 6,043 (14%) and of that number 5,018 Hispanic or Latinos qualified. Of those qualified, 3,756 were referred and 414 were selected.</p> <p>Black or African American applicants comprised 10,738 (25%) and of those applicants, 8,498 qualified. Of those qualified, 5,653 were referred and 439 were selected. Applicant flow data was not captured by grade level.</p> <p>FY 2017 applicant flow data was not available.</p>

Status of Barrier Analysis Process

Barrier Analysis Process Completed?	Barrier(s) Identified?
Ongoing	

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.	10/01/2016	09/30/2018	

Responsible Official(s)

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director, Center for Cultural Diversity	Hugh G. McPhail
Special Emphasis Program Managers Team Leader	Sheila R. Johnson

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Engage in barrier analysis studies of each agency components.	Ongoing			
Continue to meet with each Deputy Commissioner to discuss his/her workforce and identify specific strategies to increase the representation of employees in specific categories and grade levels.	Ongoing			

Report of Accomplishments and Modifications to Objective

Hispanic or Latino females and Black or African American females have a lower than expected internal selection rate for GS-15 positions when considering their availability in the GS-15 grade level. We will focus on the following objectives in the future: (1) We will increase the representation of the Hispanic/Latino and the Black or African American female workforce at the GS-15 level by providing more training and job opportunities to our workforce. (2) We will increase our recruitment efforts for Hispanic/Latino and Black or African American female employees by conducting recruitment events at Hispanic Institutions of Higher Learning and Historically Black Colleges and Universities (HBCUs). (3) We will conduct our analysis for the agency using FY 2018 data once it is received. (4) We will continue to conduct agency-wide analysis in future years to determine if trends exist. (5) Once the agency completes the assessment, we will work with the agency components to develop action plans designed to address triggers found and eliminate identified barriers. (6) We will modify all databases to report the data that we were unable to capture in the above sources of data categories.

Social Security Administration

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PART I.8 - Agency EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table (if applicable)	Row within Identified Workforce Data Table (if applicable)	Narrative Description of Trigger
Workforce Data Tables (See tables below)	Table A14	Voluntary Separation Rate	Black or African American males, Native Hawaiian or Other Pacific Islander males, American Indian and Alaska Native males and females, and 2 or more races males and females have a higher than expected voluntary separation rate when considering their representation in the SSA workforce.

EEO Group(s) Affected by Trigger

EEO Group	Affected By Trigger?
Native Hawaiian or Other Pacific Islander females	Yes
Two-or-more race males	Yes

Barrier Analysis Process

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Workforce Data Tables Reviewed	Yes	Voluntary separations are trending down, in FY 2017, 3,593 employees voluntarily separated from the agency compared to 3,910 in FY 2016. Black or African American males were 7.93% of the workforce and 8.07% of the separations. Native Hawaiian or Other Pacific Islander males were 0.16% of the workforce and 0.19% of the separations. Asian males were 0.41% of the workforce and 0.45% of the separations. Asian females were 0.91% of the

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
		workforce and 0.92% of the separations. Two or more races males were 0.15% of the workforce and 0.19% of the separations. Two or more races females were 0.31% of the workforce and 0.36% of the separations.
Complaint Data (i.e., Trends, Findings of Discrimination, etc.)	Yes	In FY 2017, Native Hawaiian or Other Pacific Islander or Two-or-more race males filed no complaints pertaining to retirements, disciplinary actions, reassignments, removals, or terminations.
Grievance Data	Yes	There were 528 formal grievances filed in FY 2017. The data size for Native or Other Pacific Islander females, and Two or more race males available sample size was too small to analyze.
Climate Assessment Survey	Yes	SSA's Diversity and Inclusion Survey shows that slightly more than one-third of SSA respondents feel that the promotion process is fair. Forty-five percent of respondents believe that the promotion process is not fair and equitable.
Exit Interview Data	Yes	OHR administered an Exit Survey to employees who separated from SSA in FY 2015. In FY 2015, 4,228 employees separated. The sample size for Native Hawaiian or Other Pacific Islander females and Two-or-more race males is too small to analyze. The top three reason for leaving the Agency were: Ready to retire, my talents are not being utilized, lack of communication between management and employees, and lack of promotion opportunities.
Interviews	Yes	The four-year average of FEVS data shows that Native Hawaiian or Other Pacific Islander females are 66.2% satisfied with their jobs when considering everything. The SSA percentage exceeds the government-wide percent of 65%. Conversely Two or more races males responded to the same question at 51.2 %, which is significantly lower than the government-wide average.
Applicable Policies and Procedures	Yes	SSA examined whether barriers to equal employment opportunity exist using the aforementioned triggers. In particular were reviewed: EEO Policies, ODAR SMART Guide, Agency Negotiated Bargaining Agreements, Memorandums of Understanding

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
		(MOU), and Administrative Information Manual's (AIMS).
Reports (OIG, EEOC, MSPB, GAO, etc.)	No	Information not available
Other (Please Describe)	Yes	<p>In FY 2017, 128,625 individuals applied for positions within SSA.</p> <p>Hawaiian or Other Pacific Islander comprised 171 (0.14%.) of applicants. Of the 93,846 qualified individuals, 113 (0.12%) were in the targeted group. Of the 47,595 referred, 58 (0.12%) were in the targeted group. Of the 5,675 hired, 8 (0.14%) were in the targeted group.</p> <p>Furthermore, Two or more races comprised 1,338 (1.04%.) of applicants. Of the 93,846 qualified individuals, 953 (1.02%) were in the targeted group. Of the 47,595 referred, 421 (0.88%) were targeted group. Of the 5,675 hired, 34 (0.60%) were in the targeted group. The selections for these groups were lower than expected rate.</p>

Status of Barrier Analysis Process

Barrier Analysis Process Completed?	Barrier(s) Identified?
Ongoing	

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are	10/01/2016	09/30/2018	

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
currently assisting in conducting a thorough barrier analysis.			

Responsible Official(s)

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director, Center for Cultural Diversity	Hugh G. McPhail
Special Emphasis Program Managers Team Leader	Sheila R. Johnson

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Engage in barrier analysis studies of each agency components.	Ongoing			
Continue to meet with each Deputy Commissioner to discuss his/her workforce profile and identify specific strategies to decrease the voluntary separation rate.	Ongoing			

Report of Accomplishments and Modifications to Objective

The number of Native Hawaiian or Other Pacific Islander Female voluntarily separations are trending downward in FY 2017. SSA had 13 separations in FY 2016 and s6 separations in FY 2017. This group has a lower representation level; therefore, any separations skew the data. We recommend that we will ask Advisory Council members to encourage people to apply for vacancies to increase the applicant pool for this group. The number of Two or more races males' voluntary separations is also trending downward. In FY 2016, 10 employees voluntarily

separated compared to 7 employees in FY 2017. This group has low representation; therefore, any separations skews the percentages for these individuals. We also conduct analyses by components using the barrier analysis program. During the analysis, we conduct ongoing assessments to eliminate barriers and impediments to equal opportunity, component by component. Assessments include analysis of a multitude of datasets including workforce data, complaints data, transaction data (i.e. hiring, promotions, awards, etc.), and results from our Diversity and Inclusion Survey. Once we complete the assessment, we work with the component to develop action plans designed to address triggers and eliminate identified barriers.

Social Security Administration

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PART I.9 - Agency EEO Plan to Eliminate Identified Barrier

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

Source of the Trigger	Specific Workforce Data Table (if applicable)	Row within Identified Workforce Data Table (if applicable)	Narrative Description of Trigger
Workforce Data Tables (See tables below)	Table A14	Involuntary Separation Rate	Hispanic or Latino males, Black or African American males and females, American Indian and Alaska Native males, and 2 or more races males and females have a higher than expected involuntary separation rate when considering their representation in the SSA workforce.

EEO Group(s) Affected by Trigger

EEO Group	Affected By Trigger?
Hispanic or Latino males	Yes
Black or African American males and females	Yes
American Indian and Alaska Native males	Yes
2 or more races males and females	Yes

Barrier Analysis Process

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Workforce Data Tables Reviewed	Yes	<p>The number of employees involuntary separating from the Agency decreased slightly from 218 in FY 2016 to 202 in FY 2017. FY 2017 data show that the following EEO groups involuntary separated from the agency at a rate that exceeded their workforce representation:</p> <p>Hispanic or Latino males involuntarily separation was 6.44% of Involuntary separations (compared to their 4.94% workforce representation)</p> <p>Black or African American males' involuntary separation was 23.27% of involuntary separations (compared to their 7.92% workforce representation)</p> <p>Black or African American females' involuntary separations were 23.27% of involuntary separations (compared to their 21.93 workforce representation)</p> <p>American Indian and Alaska Native males' separations were 0.99% of involuntary separations (compared to their 0.40% workforce representation)</p> <p>Two or more races males' involuntary separations were 0.50% of involuntary separations (compared to their 0.15% workforce representation)</p> <p>Two or more races females involuntary separations were 0.50% of involuntary separations (compared to their 0.32% workforce representation)</p>
Complaint Data (i.e., Trends, Findings of Discrimination, etc.)	Yes	Ongoing
Grievance Data	Yes	SSA's grievance data does not capture data for involuntary separations.
Climate Assessment Survey	Yes	SSA's Diversity and Inclusion Survey shows that slightly more than one-third of SSA respondents feel that the promotion process is fair. Forty-five percent of respondents believe that the promotion process is not fair and equitable.
Exit Interview Data	Yes	OHR administered an Exit Survey to employees who separated from SSA in FY 2015. There is no exit interview data for involuntary separations.

Sources of Data	Has Source Been Reviewed?	Identify Information Collected
Interviews	No	Not applicable
Applicable Policies and Procedures	Yes	EEOC Policy, Union Contracts, Personal Policy Manuel, etc.
Reports (OIG, EEOC, MSPB, GAO, etc.)	No	Information not available
Other - Applicant Flow Data	No	Not applicable

Status of Barrier Analysis Process

Barrier Analysis Process Completed?	Barrier(s) Identified?
Ongoing	

Objective(s) and Dates for EEO Plan

Objective	Date Objective Initiated (mm/dd/yyyy)	Target Date for Completion of Objective (mm/dd/yyyy)	Date Objective Completed (mm/dd/yyyy)
Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently assisting in conducting a thorough barrier analysis.	10/01/2016	09/30/2018	

Responsible Official(s)

Title	Name
Acting EEO Director	Claudia Postell
Acting Deputy EEO Director	Letty Mayoral
Director, Center for Cultural Diversity	Hugh G. McPhail
Special Emphasis Program Managers Team Leader	Sheila R. Johnson

Planned Activities Toward Completion of Objective

Planned Activities	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Completed?	Completion Date (mm/dd/yyyy)
Engage in barrier analysis studies of each agency components.	Ongoing			
Continue to meet with each Deputy Commissioner to discuss and identify specific strategies to decrease the involuntary separation rate.	Ongoing			

Report of Accomplishments and Modifications to Objective

We will continue to conduct agency-wide analysis in future years to determine if trends exist for the involuntary separation of Hispanic males, African American males and females, American Indian and Alaska Native males, and Two or more races males and females. We will focus on the following objectives in the future: (1) Utilize training and other developmental opportunities to increase the representation of females at the GS-13 level and above in our workforce. (2) We will conduct an analysis for the agency using FY 2018 data once it is available. Once the agency completes the assessment, we will work with the agency components to develop action plans designed to address triggers found and to eliminate identified barriers. (3) We will continue to conduct agency-wide analysis in future years to determine if trends exist. (4) We will identify data categories that will be useful during our analyses and suggest modifications to databases to collect the data.

Social Security Administration

MD 715 – 2017

PART J - Special Program Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and those with targeted disabilities (PWTD), EEOC regulations (29 CFR 1614.203(e)) and MD-715 require agencies to describe how their plan will improve the recruitment, hiring, advancement, and retention during the entire life cycle of applicants and employees with disabilities. All agencies, regardless of size, must complete this Part of the MD-715 report.

Section I: Efforts to Reach Regulatory Goals

EEOC regulations (29 CFR 1614.203(d)(7)) require agencies to establish specific numerical goals for increasing the participation of persons with reportable and targeted disabilities in the federal government.

1. Using the goal of 12% as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.
 - a. Cluster GS-1 to GS-10 (PWD) Yes 0 No **X**
 - b. Cluster GS-11 to SES (PWD) Yes **X** No 0

The percentage of PWD in the GS-11 to SES cluster was 7.85% in FY 2017, which falls below the goal of 12%.

* For GS employees, please use two clusters: GS-1 to GS-10 and GS-11 to SES, as set forth in 29 C.F.R. 1614.203(d)(7). For all other pay plans, please use the approximate grade clusters that are above or below GS -11 Step 1 in the Washington, DC metropolitan region.

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.
 - a. Cluster GS-1 to GS-10 (PWTD) Yes 0 No **X**
 - b. Cluster GS-11 to SES (PWTD) Yes 0 No **X**

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

During the State of the Agency briefing, the EEO Director and SSA National Recruitment team provide information and opportunities to Executive staff members about the agency's goals and strategies to meet those goals.

Section II: Model Disability Program

Pursuant to the regulations implementing Section 501 of the Rehabilitation Act of 1973 (29 CFR §1614.203), agencies must ensure sufficient staff, training, and resources to recruit and hire persons with disabilities and persons with targeted disabilities, administer the reasonable accommodation program and special emphasis program, and oversee any other disability hiring and advancement program the agency has in place.

PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

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

Yes **X** No 0

We have designated qualified personnel to implement our disability program. We have institutionalized our strategic plan for advancing efforts towards our disability program.

Identify all agency staff responsible for implementing the agency's disability employment program by the office, staff employment status, and point of contact.

Disability Program Task	Office/Division Responsible (EEO/ HR/ IT/ Facilities)	# of FTE Staff by Employment Status			Primary Point of Contact (Name, Title)
		Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	Office of Human Resources, Office of Personnel, Center for Personnel Policy and Staffing	0	0	17	Bill Kashawlic, Supervisory Human Resources Specialist
Answering questions from public about hiring authorities that take disability into account	Office of Human Resources, Office of Personnel, Center for National Recruitment	0	0	11	Lori Karl, Human Resources Specialist

Disability Program Task	Office/Division Responsible (EEO/ HR/ IT/ Facilities)	# of FTE Staff by Employment Status			Primary Point of Contact (Name, Title)
		Full Time	Part Time	Collateral Duty	
Processing reasonable accommodation requests from applicants and employees with disabilities.	Office of Human Resources, Office of Personnel, Center for Accommodations and Disability Services	23 (includes detailees)	0	120	Tamara Stenzel, Director, National Reasonable Accommodation Coordinator
Section 508 Compliance	Office of Human Resources, Office of Personnel, Center for Accommodations and Disability Services	1			David Ortiz Deputy Director, Center for Accommodations and Disability Services
Architectural Barriers Act Compliance	Office of Budget, Finance, and Management, Office of Realty Management, Division of Architectural and Engineering Services	1			Matthew Foley, Director, Division of Architectural and Engineering Services
Special Emphasis Program for PWD and PWTD	Office of Civil Rights and Equal Opportunity, Center for Cultural Diversity	6			Sheila Johnson, Special Emphasis Team Leader

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

Yes **X** No 0

The Center for Accommodations and Disability Services (CADS) staff received on-site training from the Job Accommodation Network and Equal Employment Opportunity Commission. CADS staff also participated in external reasonable accommodation (RA) training sponsored by the National Employment Law Institute and the Federal Employment Law Training Group. CADS staff also receive regular on-the-job training to enhance skills in SSA-specific RA processing issues. CADS also provides training to new Component/Regional Accommodation Coordinators (RAC) on the reasonable accommodations program and ongoing training to all RACs through training sessions on special topics and bi-monthly RAC calls.

Each fiscal year, we hold regular training nationwide with our Selective Placement Program Coordinators (SPPC). The SPPCs for headquarters and the regions serve as a vehicle for training and sharing of best practices on disability-related topics, such as recruitment, hiring, and retention of PWD. Training and information sharing amongst SPPCs are key to promoting agency-wide buy-in, awareness, and engagement in achieving our goal to become a model employer for PWD.

PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

1. Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period?

Yes **X** No 0

2. Describe the steps that the agency has taken to ensure all aspects of the disability program have sufficient funding and other resources.

SSA provides more than \$17 million for funding accommodations through centralized funds. These include such items and services as assistive technology (and related training), adaptive devices, reader and personal assistants, interpreter services, and related services for employees who are Deaf and Hard of Hearing.

Through the agency's recruitment and Selective Placement framework, SSA invests resources in targeted recruitment to build a candidate pool of highly skilled PWD and PWTD.

Section III: Plan to Recruit and Hire Individuals with Disabilities

Pursuant to 29 CFR 1614.203(d)(1)(i) and (ii), agencies must establish a plan to increase the recruitment and hiring of individuals with disabilities. The questions below are designed to identify outcomes of the agency's recruitment program plan for PWD and PWTD, such as whether the agency has a numerical hiring goal, and whether the agency uses the Schedule A hiring authority or other hiring authorities that take disability into account, during this reporting period.

A. PLAN TO IDENTIFY JOB APPLICANTS WITH DISABILITIES

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

In our effort to attract and hire a diverse workforce, SSA uses a variety of resources to identify job applicants with disabilities, including, but not limited to:

- We have a Selective Placement Program to assist individuals with disabilities (IWD) to obtain employment consistent with their level of skills and abilities without having to compete for positions.
- We designate an SPPC in each of our regions and major components to lead and maintain our recruitment efforts for IWD and to promote the use of the Schedule A hiring authority, 5 CFR 213.3102(u).
- The SPPCs maintain and populate a nationwide database of IWD candidates who are eligible under the Schedule A hiring authority. The database is searchable by position of interest and the applicant's geographic preference. During FY 2017, we processed 80 candidate resume packages to our Schedule A resume repository.
- The SPPCs maintain selective placement email boxes where both internal and external customers can contact the agency looking for employment under the Schedule A hiring authority. These email addresses, as well as additional contact information for our SPPCs, are available on the Office of Personnel Management's Selective Placement website.
- We utilize the Workforce Recruitment Program for College Students with Disabilities (WRP) and the Bender Shared Registry as recruitment and referral tools to identify candidates for employment.
- We utilize non-paid internship programs to recruit and refer IWD and disabled veterans for full-time or part-time work over a 4-month to 12-month period, without cost to the agency. Managers can evaluate the IWD/veteran for potential employment as the intern strengthens specific work skill sets and knowledge of agency procedures and protocols.
 - We have a formal program, the Vocational Rehabilitation Internship Program (VRIP) to bring unpaid interns into our workforce to provide workplace experience for IWD.
 - We met with the Rehabilitation Staff of Blind Industries and Services of Maryland (BISM) to discuss future opportunities for internships for blind/low vision students and adults at SSA.
 - We met with the Maryland Division of Rehabilitative Services (DORS) to discuss use of VRIP to create internship opportunities for IWD who use services provided by Maryland DORS.
 - We participate in internship, mentorship, and hiring programs for students and recent graduates with disabilities.
 - We launched the 2017 installment of the Students United for Campus-Community Engagement for Post-Secondary Success (SUCCESS) program, Maryland's first 4-year post-secondary education program for individuals with

intellectual disabilities. Three SUCCESS students participated in internships at SSA headquarters.

- We utilize the Department of Veterans Affairs' Non-Paid Work Experience (NPWE) and the Department of Defense's Operation Warfighter (OWF) programs to assist veterans with service-connected disabilities and wounded warriors, still on active duty, to prepare for, find, and keep suitable jobs.
- In addition to our [Careers website](#), where individuals seeking employment can get information on career paths and hiring programs, we also have a [Careers website for IWD](#) that provides information on our Selective Placement Program, the Schedule A hiring authority, reasonable accommodation, etc.
- Our staff attended two recruitment fairs for IWD, Gallaudet University on November 16, 2016 and The Disabled Expo on November 18, 2016. We engaged 99 individuals during the course of both fairs.

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

We maintain a nationwide database of IWD candidates who are eligible under the Schedule A hiring authority. The database is searchable by position and geographic preference.

We work with components with hiring authority to find potential candidates eligible to be hired under the Schedule A hiring authority, emphasizing the untapped talent pool as well as not having to post a position, thus saving time and resources.

On August 14, 2017, we issued a memorandum to Deputy Commissioner-Level Executive Officers that provided information on tools and resources available to assist with FY 2017 hiring of IWD and veterans. This memorandum is issued on an annual basis to promote the use of Schedule A and veterans hiring authorities.

Our SPPCs maintain selective placement email boxes where both internal and external customers can contact the agency looking for employment under the Schedule A hiring authority.

Our national recruitment team facilitates a quarterly cadre call with the SPPCs, in each of our regions and major components, to promote the use of the Schedule A hiring authority.

We utilized our Office of Communications to create new marketing materials focused on IWD and internship programs that will be used agency-wide for career fairs and outreach efforts to promote the employment of IWD. These marketing materials were vetted by the National Advisory Council for Employees with Disabilities.

We participate in workshops at organizations that provide services to IWD and veterans with disabilities. We provide information on the Federal hiring process, noncompetitive hiring authorities, applying for jobs at our agency, and job skills to help assist IWD and disabled veterans in their search for Federal employment.

We participate in career fairs targeting IWD and veterans with disabilities. These fairs connect IWD and disabled veterans with our recruiters to increase their awareness of diverse career opportunities with our agency. The fairs provide recruiters with access to a large pool of candidates who have a variety of skills to consider for current and future vacancies. The fairs provide an opportunity to enhance our established relationships with organizations that serve the IWD and veteran populations, which is an additional avenue to publicize jobs to qualified candidates.

To advance our recruitment efforts, we capitalize on the use of public recruiting sources, including Employment One-Stop Career Centers, State vocational rehabilitation agencies and community rehabilitation programs, State employment agencies, Employment Networks established under the Ticket to Work program, and Department of Veterans Affairs Regional Offices.

We also partnered with educational institutions, including community colleges, universities, and other institutions of learning and/or training, including those that offer programs for individuals with specific disabilities, such as persons who are blind, deaf, and have learning disabilities.

Additionally, we have engaged with social service agencies, including labor organizations, organizations of and for individuals with disabilities, and other such entities that may provide referrals (i.e., private recruiting sources, including professional organizations, consulting services, and organizations with expertise in disability).

When individuals apply for a position under a hiring authority that takes disability into account (e.g., Schedule A), explain how the agency (1) determines if the individual is eligible for appointment under such authority and (2) forwards the individual's application to the relevant hiring officials with an explanation of how and when the individual may be appointed.

To determine if an individual is eligible for appointment under Schedule A, the individual must:

- Provide proof of disability.
 - Must be from a licensed medical professional; a licensed vocational rehabilitation specialist (State or private); or a Federal or State agency or an agency of the District of Columbia or a U.S. territory that issues or provides disability benefits.
 - Must be on official letterhead and include a signature
- Meet basic qualifications of the job.

Our SPPCs work with components with hiring authority to identify potential candidates using our Selective Placement database, the WRP, or Bender Registry. We search for candidates based on skill sets needs by the components as well as geographic location. Resumes are reviewed by our staffing specialists to determine if the potential applicants meet the educational and experience requirements of the job. Resume pools are sent to the hiring managers for possible interview.

We meet with components on an annual basis to discuss their workforce profiles and provide information about benefits of the noncompetitive hiring authorities (Schedule A and veterans).

We also meet with them as needed (when hiring allocations are available) to provide information on Schedule A and veterans hiring authorities and resume pools to assist them in hiring.

Has the agency provided training to all hiring managers on the use of hiring authorities that take disability into account (e.g., Schedule A)? If “yes”, describe the type(s) of training and frequency. If “no”, describe the agency’s plan to provide the training.

Yes **X** No 0 N/A 0

As part of the agency’s Employer of Choice for Employees with Disabilities initiative, we created a PowerPoint training on Schedule A: Recruiting, Interviewing and Hiring for HR Specialists and Hiring Managers. The training covers the Schedule A hiring authority, Selective Placement Program, do’s and don’ts of interviewing IWD, partnerships and outreach, and resources for locating qualified candidates with disabilities. The training is mandatory and scheduled to be viewed annually.

We also provide mandatory annual training to managers and HR Staff on our Veterans Employment Initiative, which includes information about veterans hiring authorities, including 30 percent or more disabled.

We created a series of mandatory trainings, via video on demand, to be viewed annually. The series of trainings also helped in the agency’s effort to recruit and hire IWD. Topics include “To Post or Not to Post,” How to Identify Available Hiring Authorities,” and “Targeted Recruitment.”

B. PLAN TO ESTABLISH CONTACTS WITH DISABILITY EMPLOYMENT ORGANIZATIONS

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

We also establish and maintain contacts with disability organizations involved in the placement of applicants with disabilities to provide information about our agency and job opportunities and to facilitate the placement of applicants with disabilities at SSA.

Through outreach efforts, we establish partnerships with organizations that service individuals with disabilities, which facilitate publicizing of our jobs and employment programs. These organizations are a pipeline of untapped talent, providing us with potential job applicants as well as interns for our non-paid internship programs.

Examples of Federal, state, and local groups that work directly with IWD include State Vocational Rehabilitation agencies, Employment One-Stop Career Centers, the VA’s Rehabilitation and Employment Services, and disability advocacy groups. Many colleges and universities also have their own coordinators who work directly with individuals with disabilities for educational and employment purposes.

Workshops

We participate in workshops at organizations that provide services to IWD and veterans with disabilities. We provide information on the Federal hiring process, applying for jobs at our agency, and job skills to help assist IWD and disabled veterans in their search for Federal employment.

Career/Job Fairs

We actively participate in career fairs targeting IWD and veterans with disabilities. These fairs connect IWD and disabled veterans with our recruiters to increase their awareness of diverse career opportunities with our agency. They provide recruiters access to a large pool of candidates with a variety of skills to consider for current and future vacancies. The fairs provide an opportunity to enhance our established relationships with organizations that serve the IWD and veteran populations, which is an additional avenue to publicize jobs to qualified candidates.

Below are highlights of headquarters-based recruitment efforts.

- Blind Industries and Services of Maryland (BISM) meeting to discuss future opportunities for internships for blind/low vision students and adults at SSA.
- Maryland Division of Rehabilitative Services (DORS) meeting to discuss use of the Vocational Rehabilitation Internship Program to create internship opportunities for IWD who use services provided by Maryland DORS.
- Students United for Campus-Community Engagement for Post-Secondary Success (SUCCESS) internship program implemented at headquarters for the second year. Three SUCCESS students participated in internships at SSA headquarters. SUCCESS is Maryland's first 4-year post-secondary education program for individuals with intellectual disabilities.
- Targeted recruitment job fairs in local region – Gallaudet University on November 7, 2016 and The Disabled Expo on November 16, 2016. At these fairs, collectively we engaged 99 individuals to share SSA's career opportunities.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

1. Using the goals of 12% for PWD and 2% for PWTD as the benchmarks, do triggers exist for PWD and/or PWTD among the new hires in the permanent workforce? If "yes", please describe the triggers below.

- | | | |
|---|--------------|------|
| a. New Hires for Permanent Workforce (PWD) | Yes X | No 0 |
| b. New Hires for Permanent Workforce (PWTD) | Yes X | No 0 |

Among the new hires in the permanent workforce, triggers exist for PWD (4.41%) and PWTD (1.19), both of which fall below the respective benchmark of 12% for PWD and 2% for PWTD.

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.
- | | | |
|-----------------------------|--------------|------|
| a. New Hires for MCO (PWD) | Yes X | No 0 |
| b. New Hires for MCO (PWTD) | Yes X | No 0 |

In comparison to the benchmarks, triggers exist for PWTD (0.65%) among the qualified external applicants for the job series 0105; PWD (2.46%) and PWTD (0.82% in job series 0962. There were no new hires in MCOs 0343 and 2210.

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.
- | | | |
|--|--------------|------|
| a. Qualified Applicants for MCO (PWD) | Yes X | No 0 |
| b. Qualified Applicants for MCO (PWTD) | Yes X | No 0 |

In comparison to the benchmarks, triggers exist for PWD (2.15%) and PWTD (1.00%) among the qualified external applicants for job series 0343, PWTD (1.11%) in job series 0962, and PWD (2.95%) and PWTD (0.91%) in job series 2210.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations? If “yes”, please describe the triggers below.
- | | | |
|------------------------------|--------------|------|
| a. Promotions for MCO (PWD) | Yes X | No 0 |
| b. Promotions for MCO (PWTD) | Yes X | No 0 |

In comparison to the benchmarks, triggers exist for PWD (4.52%) and PWTD (1.13%) among the selections for promotion for job series 0343, PWD (5.62%) in job series 2210.

Section IV: Plan to Ensure Advancement Opportunities for Employees with Disabilities

29 C.F.R §1614.203(d)(1)(iii) requires agencies to provide sufficient opportunities for employees with disabilities to advance within the agency. Such activities might include specialized training and mentoring programs, career development opportunities, awards programs, and similar programs that address hiring and advancement. In this section, agencies should identify, and provide data on programs designed to ensure advancement opportunities for employees with disabilities.

A. ADVANCEMENT PROGRAM PLAN

Describe the agency's plan to ensure PWD, including PWTD, have sufficient opportunities for advancement.

Our approach includes the following:

- Management and Employee Training;
- Support of Persons with Disabilities; and
- Evaluation and Analysis

Management and Employee Training

We develop and provide management and employee training in areas that promote PWD opportunities for advancement such as the annual "Employer of Choice for Employees with Disabilities (ECED) Access to Success Training."

Annually, we provide mandatory to managers and human resources (HR) staff to equip them with the knowledge and resources they need to successfully participate in the recruitment and hiring of PWD. The training covers the Schedule A hiring authority, Selective Placement Program, Do's and Don'ts of Interviewing PWD, partnerships and outreach, and resources for locating qualified candidates with disabilities.

The Office of Personnel (OPE) also partnered with the Office of Learning (OL) to create the following series of trainings, via video on demand, which help in the agency's effort to recruit, hire and enhance opportunities for PWD:

- To Post or Not to Post
- How to Identify Available Hiring Authorities
- Targeted Recruitment

Support of Persons with Disabilities

At nearly 11 percent, we have one of the highest levels of representation of PWD in Federal Government. Further, we are one of the few Federal agencies to meet the Federal Government's goal of a two percent representation rate of employee's with targeted disabilities. We have made significant agency-wide changes related to providing reasonable accommodation (RA), training and career development, and improved access to electronic information to enhance the potential for PWD/PWTDs.

We have implemented a centralized reasonable accommodation program to facilitate the accuracy, consistency, and timeliness of RA decisions that ensures PWD/PWTDs have the tools necessary to perform the duties of their position. We offer virtual details and provide local points of contact to ensure the success of PWD/PWTD participation in these developmental activities. We provide face-to-face and virtual mentoring to foster relationships that enhance personal and professional growth and development.

Evaluation and Analysis

We take a multifaceted approach to evaluate and analyze the success of our methods for ensuring PWD have sufficient opportunities for advancement. This approach includes Barrier Analysis, Human Resources Management Assessments (HRMA), and various surveys.

The OCREO analyses EEO data to find and address potential barriers that may affect the PWD population. OPE conducts HRMAs of agency Servicing Personnel Offices to ensure compliance with

Merit System Principles, Prohibited Personnel Practices, EEO laws, etc. The Office of Strategic Human Capital Management (OSHCM) provides leadership, oversight, and consultation within the Office of Human Resources (OHR) and across the agency to effectively plan, implement, and evaluate human capital management activities. Through the dissemination of New Hire Surveys, facilitation of the Federal Employee Viewpoint Survey (FEVS), and management of the agency's Exit Interview and Exit Survey processes, OSHCM provides integrated evaluation processes that assess progress toward the agency's human capital goals, and moves the agency forward in our goals of achieving and maintaining Model EEO Agency status. These activities, among others, not only assist OSCHM in the identification of innovative human capital management solutions that allow the agency to consistently exceed established recruitment and hiring goals for PWDs and PWTDs, but also serve as the catalyst in the development of initiatives aimed to improve the retention rates of disabled employees.

B. CAREER DEVELOPMENT OPPORTUNITIES

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

Our leadership training includes national and component-level programs, participation in Government wide programs and ongoing developmental activities. Our national formal leadership development programs are: Senior Executive Service (SES) Candidate Development Program (CDP), Advanced Leadership Program (ALP), and the Leadership Development Program (LDP).

- SSA's Senior Executive Service (SES) Candidate Development Program (CDP) is a 12- to 18-month developmental program designed to prepare high performing GS-14 & 15 level employees for future appointment into the SES
- The Advanced Leadership Program (ALP) is an 18-month leadership development program that develops a cadre of employees who have the leadership competencies necessary to perform effectively at the next higher-grade level.
- The Leadership Development Program (LDP) is an 18-month program that provides eligible high-potential employees with training and higher-level work experiences to prepare them for future leadership positions. The LDP provides developmental opportunities for those selected to the program through a variety of assignments in new areas of work and training that will enhance leadership skills and provide a broadened perspective of the organization's mission and goals.

The Office of Learning (OL) helps employees to meet the challenge of mastering new skills by providing continuous learning opportunities so that employees can acquire the new skills and knowledge needed to enhance performance. SSA's Office of Learning also offers career enrichment workshops and mentoring.

- The "Career Enrichment Workshop (CEW): Together Towards Tomorrow" is a seminar for employees at the GS-12 and below grade levels. The one-day workshop, offered in Baltimore Headquarters, provides personal enrichment and growth through training in SSA's core and leadership competencies. Participants attend plenary sessions throughout the day that address SSA's core and leadership competencies and provide information on career planning and goal setting.

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

- | | | |
|--------------------------------|-------|-------------|
| a. Qualified Applicants (PWTD) | Yes 0 | No X |
| b. Selections (PWTD) | Yes 0 | No X |

C. AWARDS

1. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for any level of the time-off awards, bonuses, or other incentives? If “yes”, please describe the trigger(s) in the text box.

- | | | |
|---|-------|-------------|
| a. Awards, Bonuses, & Incentives (PWD) | Yes 0 | No X |
| b. Awards, Bonuses, & Incentives (PWTD) | Yes 0 | No X |

2. Using the inclusion rate as the benchmark, does your agency have a trigger involving PWD and/or PWTD for quality step increases or performance-based pay increases? If “yes”, please describe the trigger(s) in the text box.

- | | | |
|-------------------------|--------------|------|
| a. Pay Increases (PWD) | Yes X | No 0 |
| b. Pay Increases (PWTD) | Yes X | No 0 |

In FY 2017, the agency identified a trigger involving the percentage of PWD and PWTD who receive a quality step increase.

3. If the agency has other types of employee recognition programs, are PWD and/or PWTD recognized disproportionately less than employees without disabilities? (The appropriate benchmark is the inclusion rate.) If “yes”, describe the employee recognition program and relevant data in the text box.

- | | | |
|--------------------------------------|-------|------|
| a. Other Types of Recognition (PWD) | Yes 0 | No 0 |
| b. Other Types of Recognition (PWTD) | Yes 0 | No 0 |

N/A

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

- a. SES
 - i. Qualified Internal Applicants (PWD) Yes 0 No **X**
 - ii. Internal Selections (PWD) Yes 0 No **X**
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWD) Yes 0 No **X**
 - ii. Internal Selections (PWD) Yes 0 No **X**
- c. Grade GS-14
 - i. Qualified Internal Applicants (PWD) **Yes X** No 0
 - ii. Internal Selections (PWD) **Yes X** No 0
- d. Grade GS-13
 - i. Qualified Internal Applicants (PWD) **Yes X** No 0
 - ii. Internal Selections (PWD) **Yes X** No 0

In FY 2017, the percentage of PWD among the qualified internal applicants for all grades except for GS-15 fell below the benchmark.

In FY 2017, the percentage of PWD among the selectees for promotion for all grades except for GS-15 fell below the benchmark.

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

- a. SES
 - i. Qualified Internal Applicants (PWTD) **Yes X** No 0
 - ii. Internal Selections (PWTD) **Yes X** No 0
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWTD) Yes 0 No **X**
 - ii. Internal Selections (PWTD) Yes 0 No **X**
- c. Grade GS-14
 - i. Qualified Internal Applicants (PWTD) **Yes X** No 0
 - ii. Internal Selections (PWTD) **Yes X** No 0
- d. Grade GS-13
 - i. Qualified Internal Applicants (PWTD) **Yes X** No 0
 - ii. Internal Selections (PWTD) **Yes X** No 0

In FY 2017, the percentage of PWTD among the qualified internal applicants for all grades except for GS-15 fell below the benchmark.

In FY 2017, the percentage of PWTD among the selectees for promotion for all grades except for GS-15 fell below the benchmark.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. New Hires to SES (PWD)	Yes X	No 0
b. New Hires to GS-15 (PWD)	Yes X	No 0
c. New Hires to GS-14 (PWD)	Yes X	No 0
d. New Hires to GS-13 (PWD)	Yes X	No 0

In FY 2017, the percentage of PWD among the new hires at all senior grades fell below the benchmark.

4. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If “yes”, describe the trigger(s) in the text box.

a. New Hires to SES (PWTD)	Yes X	No 0
b. New Hires to GS-15 (PWTD)	Yes X	No 0
c. New Hires to GS-14 (PWTD)	Yes X	No 0
d. New Hires to GS-13 (PWTD)	Yes X	No 0

In FY 2017, the percentage of PWTD among the new hires at all senior grades fell below the benchmark.

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

a. Executives		
i. Qualified Internal Applicants (PWD)	Yes 0	No X
ii. Internal Selections (PWD)	Yes 0	No X
b. Managers		
i. Qualified Internal Applicants (PWD)	Yes 0	No X
ii. Internal Selections (PWD)	Yes 0	No X
c. Supervisors		
i. Qualified Internal Applicants (PWD)	Yes 0	No X
ii. Internal Selections (PWD)	Yes 0	No X

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

a. Executives		
i. Qualified Internal Applicants (PWTD)	Yes 0	No X
ii. Internal Selections (PWTD)	Yes 0	No X
b. Managers		
i. Qualified Internal Applicants (PWTD)	Yes 0	No X

- | | | |
|---|-------|-------------|
| ii. Internal Selections (PWTD) | Yes 0 | No X |
| c. Supervisors | | |
| i. Qualified Internal Applicants (PWTD) | Yes 0 | No X |
| ii. Internal Selections (PWTD) | Yes 0 | No X |

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.
- | | | |
|------------------------------------|-------|-------------|
| a. New Hires for Executives (PWD) | Yes 0 | No X |
| b. New Hires for Managers (PWD) | Yes 0 | No X |
| c. New Hires for Supervisors (PWD) | Yes 0 | No X |

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.
- | | | |
|-------------------------------------|-------|-------------|
| a. New Hires for Executives (PWTD) | Yes 0 | No X |
| b. New Hires for Managers (PWTD) | Yes 0 | No X |
| c. New Hires for Supervisors (PWTD) | Yes 0 | No X |

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In the sections below, agencies should: (1) analyze workforce separation data to identify barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency fail to convert all of the eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 CFR 213.3102(u)(6)(i))? If “yes”, please explain why the agency did not convert all eligible Schedule A employees.

Yes 0	No 0	N/A X
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2. Using the inclusion rate as the benchmark, did the percentage of PWD among voluntary and involuntary separations exceed that of persons without disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWD)	Yes 0	No X
b. Involuntary Separations (PWD)	Yes 0	No X

3. Using the inclusion rate as the benchmark, did the percentage of PWTD among voluntary and involuntary separations exceed that of persons without targeted disabilities? If “yes”, describe the trigger below.

a. Voluntary Separations (PWTD)	Yes 0	No X
b. Involuntary Separations (PWTD)	Yes 0	No X

4. If a trigger exists involving the separation rate of PWD and/or PWTD, please explain why they left the agency using the exit interview results and other data sources.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 1614.203(d)(4), federal agencies are required to inform job applicants and employees of their accessibility rights under Section 508 of the Rehabilitation Act and the Architectural Barriers Act, and explain how to file complaints under those laws. In addition, agencies are also required to inform individuals where to file complaints if other agencies are responsible for a violation.

1. Please provide the internet address on the agency’s public website for its notice explaining employees’ and applicants’ rights under Section 508 of the Rehabilitation Act of 1973, including a description of how to file a complaint.

<https://www.ssa.gov/accessibility/>

At headquarters, the Office of Facilities Management is responsible for making necessary workplace modifications (site preparation) to ensure accessibility for persons with disabilities. The Office of Publications and Logistics Management, Office of Property Management UNICOR Team provides for customization of furniture (workstations) in support of necessary reasonable accommodations. The Office of Facilities Management and Office of Publications and Logistics Management work together to reconfigure worksites and workstations. Decision makers direct headquarters reasonable accommodation requests for accessible worksites and building modifications or workstation customization to either the Office of Facilities Management, Office of Publications and Logistics Management or the Office of Property

Management. Reasonable accommodation requests for accessible worksites, building modifications, or workstation customization outside headquarters should be directed to the appropriate Regional Accommodation Coordinator.

The SSA is committed to making our programs, benefits, services, facilities, information and communication technology accessible to everyone in accordance with Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act (29 U.S.C. 794d), and relevant implementing regulations. To that end, the Reasonable Accommodation Policy highlighted above outlines the rights SSA employees have in seeking assistance for requests or complaints arising from their inability to access an SSA building or facility.

2. Please provide the internet address on the agency's public website for its notice explaining employees' and applicants' rights under the Architectural Barriers Act of 1968, including a description of how to file a complaint.

https://www.ssa.gov/accessibility/504_overview.html

The SSA is committed to making its electronic and information technologies accessible to persons with disabilities by meeting or exceeding the requirements of Section 508. Our comprehensive approach to Section 508 compliance ensures persons with disabilities have access comparable to those who do not have disabilities.

The agency includes section 508 standards and requirements in our procurement processes, including:

- How we conduct research,
- How we create solicitations,
- How we evaluate and validate contractor Section 508 compliance claims, and
- How we decide to make purchase awards to contractors.

Section 508 standards and requirements are also included in our development, implementation and maintenance processes.

- We design using standards based on universal design principles.
- We include people with disabilities in usability testing.
- We develop technology using accessible coding best practices.
- We perform Section 508 compliance testing using automated tools, code reviews, and manual user testing with assistive technologies.

The agency also develops and provides technical guidance, tools and resources to assist with Section 508 compliance throughout SSA; provide training to employees on Section 508 standards, and how to develop and buy accessible technology; and conduct communications and awareness initiatives throughout the agency.

SSA employees seeking to report a problem with the accessibility of a website, application, electronic document, hardware, or teleworking system can report the problem to the Employees with Disability (EWD) Help Desk at (877) 477-3345 or TTY/TDD (410) 597-0013.

3. Describe any programs, policies, or practices that the agency has undertaken, or plans on undertaking over the next fiscal year, designed to improve accessibility of agency facilities and/or technology.

SSA has a number of on-going programs to ensure that SSA technology is accessible to employees with disabilities (EWD).

- SSA's Assistive Technology Training Team provides guidance to SSA Employees with Disabilities (EWD) on effectively utilizing the various assistive technologies in SSA computer systems through the development of training curricula.
- The EWD Training Cadre facilitate the delivery of application (automation) training for JAWS, MAGic, Dragon, and other assistive technology users. The role of the Cadre members is not only to provide training on the AT, but also on the use of SSA applications with the AT. The EWD Cadre delivers Individual (one-on-one) and or group (classroom) training.
- The EWD Inter-Component Workgroup ensures that the acquisition, integration, and maintenance of the assistive technologies necessary for EWD to perform the duties of the position and that the software developed "in-house," acquired via another government agency, and/or procured commercially is fully accessible and works effectively with SSA's EWD assistive technology.

C. REASONABLE ACCOMMODATION PROGRAM

Pursuant to 29 CFR 1614.203(d)(3), agencies must adopt, post on their public website, and make available to all job applicants and employees, reasonable accommodation procedures.

1. Please provide the average time frame for processing initial requests for reasonable accommodations during the reporting period. (Please do not include previously approved requests with repetitive accommodations, such as interpretive services.)

In FY 2017, SSA's reasonable accommodation tracking system did not enable us to obtain an accurate average processing time at an agency level. Specifically, the system did not allow for deletion or combination of duplicate requests, which affects the calculation of average processing time. It also did not have a reporting field on the date that the medical documentation was submitted. However, in March 2018, SSA implemented system enhancements that address these issues and will enable SSA to calculate average processing for requests submitted after that date.

2. Describe the effectiveness of the policies, procedures, or practices to implement the agency's reasonable accommodation program. Some examples of an effective program include timely processing requests, timely providing approved accommodations, conducting training for managers and supervisors, and monitoring the requests for trends.

SSA took a number of steps in FY 2017 to ensure the effectiveness of its reasonable accommodation program.

- In February 2017, SSA centralized denials of all requests under the National Reasonable Accommodation Coordinator (NRAC). SSA's NRAC is the only official with the authority to deny a request for reasonable accommodation. The new process

is intended to increase the accuracy and consistency of reasonable accommodation decisions.

- SSA provided reasonable accommodation training to SSA's 4,000+ managers and 62,000+ employees and conducted smaller in-person trainings to various SSA offices and components throughout the year.
- CADS provided regular updates to the Deputy Commissioner for Human Resources and other agency leaders on open reasonable accommodation requests to ensure timely manner.
- CADS provided training and held regular calls for the regional and component RACs.

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

Pursuant to 29 C.F.R. 1614.203 (d)(5), federal agencies, as an aspect of affirmative action, are required to provide personal assistance services to employees who need them because of a targeted disability, unless doing so would impose an undue hardship on the agency.

Describe the effectiveness of the policies, procedures, or practices to implement the PAS requirement. Some examples of an effective program include timely processing requests, timely providing approved personal assistance services, conducting training for managers and supervisors, and monitoring the requests for trends.

SSA has implemented a new policy to provide PAS to employees who need them to perform basic activities of daily living, such as removing and putting on clothing, eating, and using the restroom. SSA incorporated the PAS policy into the agency's existing Reasonable Accommodation Program policy. Prior to implementation, the agency informed employees about the availability of PAS and provided employees the opportunity to submit any PAS requests to the Center for Accommodations and Disability Services.

Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING THE FAILURE TO ACCOMMODATE

1. Did failure to accommodate fall within the top three issues alleged in the agency's EEO counseling activity during the last fiscal year?
Yes 0 No **X** N/A 0
2. Did failure to accommodate fall within the top three issues alleged in the agency's formal complaints during the last fiscal year?
Yes **X** No 0 N/A 0
3. In cases alleging the failure to provide reasonable accommodation, did any result in a finding against the agency or a settlement agreement during the last fiscal year?
Yes 0 No **X** N/A 0
4. If the agency had one or more findings of discrimination involving the failure to provide an accommodation during the last fiscal year, please describe the corrective measures taken by the agency.

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B. EEO COMPLAINT DATA INVOLVING DISCRIMINATION BASED ON DISABILITY STATUS
(EXCLUDING FAILURE TO ACCOMMODATE)

1. Did disability status fall within the top three bases alleged in the agency’s EEO counseling activity during the last fiscal year?
Yes X No 0 N/A 0
2. Did disability status fall within the top three bases alleged in the agency’s formal complaints during the last fiscal year?
Yes X No 0 N/A 0
3. In cases alleging discrimination based on disability status, did any result in a finding against the agency or a settlement agreement during the last fiscal year?
Yes X No 0 N/A 0
4. If the agency had one or more findings of discrimination based on disability status during the last fiscal year, please describe the corrective measures taken by the agency.

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Section VII: Identification and Removal of Barriers

Element D of MD-715 requires agencies to conduct a barrier analysis when a trigger suggests that a policy, procedure, or practice may be impeding the employment opportunities of a protected EEO group.

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect the employment opportunities of PWD and/or PWTD?
Yes X No 0
2. Has the agency established a plan to correct the barrier(s) involving PWD and/or PWTD?
Yes X No 0 N/A 0
3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments.

Trigger 1	Employees with a targeted disability have a lower than expected participation rate in the following components Office of the Inspector General; Office of Legislation and Congressional Affairs when considering the benchmark set by EEOC.
Barrier(s)	
Objective(s)	Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.
Responsible Official(s)	Acting EEO Director - Claudia Postell Acting Deputy EEO Director - Letty Mayoral

Director, Center for Cultural Diversity - Hugh G. McPhail Special Emphasis Program Managers Team Leader - Sheila R. Johnson				
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2018	Engage in barrier analysis studies of each agency components.	YES		
09/30/2018	Continue to meet with each Deputy Commissioner to discuss and identify specific strategies to increase the representation of employees with targeted disabilities.	YES		
09/30/2018	Release an email to all employees encouraging them to update their disability status in accordance with the OPM Standard Form 256 (Revised October 2016).	YES		
09/30/2018	Display posters throughout the Headquarters and Regional Offices, notifying employees of the importance of updating their OPM Standard Form 256 (Revised October 2016).	YES		
Fiscal Year	Accomplishments			
2017	<p>In FY 2017, the representation of EWTD equaled or exceeded the EEOC benchmark in 8 of the 10 components cited in the 2016 report. We are contributing this increase to employees updating their disability status in accordance with the OPM Standard Form 256 (Revised October 2016). We will continue to encourage employees to update their disability status.</p> <p>We will continue to conduct component self-assessment to ensure that SSA is meeting or exceeding the EEOC benchmark for EWTD.</p>			

4. If the planned activities were not timely completed, did the agency hold the responsible official accountable in the performance rating period? If "yes", please describe the actions taken below.

Yes 0 No 0 N/A **X**

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

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

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Trigger 2	Employees with a targeted disability have a lower than expected participation rate in the occupational categories First-Level Supervisor, Mid- Level Supervisor, and Executive and SES levels when considering their overall representation in SSA’s workforce and the EEOC’s benchmark.			
Barrier(s)				
Objective(s)	Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.			
Responsible Official(s)	Acting EEO Director - Claudia Postell Acting Deputy EEO Director - Letty Mayoral Director, Center for Cultural Diversity - Hugh G. McPhail Special Emphasis Program Managers Team Leader - Sheila R. Johnson			
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2018	Engage in barrier analysis studies of each agency components.	YES		
09/30/2018	Continue to meet with each Deputy Commissioner to discuss and identify specific strategies to increase the representation of employees with targeted disabilities.	YES		
09/30/2018	Release an email to all employees encouraging them to update their disability status in accordance with the OPM Standard Form 256 (Revised October 2016).	YES		
09/30/2018	Display posters throughout the Headquarters and Regional Offices, notifying employees of the importance of updating their OPM Standard Form 256 (Revised October 2016).	YES		
Fiscal Year	Accomplishments			

2017	<p>In FY 2017, the representation of EWTD equaled or exceeded the EEOC benchmark in two of the three occupational categories cited in the 2016 report. We are contributing this increase to employees updating their disability status in accordance with the OPM Standard Form 256 (Revised October 2016). We will continue to encourage employees to update their disability status.</p> <p>We will continue to conduct component self-assessment to ensure that SSA is meeting or exceeding the EEOC benchmark for EWTD.</p>
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1. If the planned activities were not timely completed, did the agency hold the responsible official accountable in the performance rating period? If “yes”, please describe the actions taken below.

Yes 0 No 0 N/A **X**

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

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

Trigger 3	Employees with a targeted disability have a lower than expected participation rate in job series 0105 (Social Insurance Administration); job series 0343 (Management Program Analysis); and job series 2210 (Information Technology Management) when considering their representation in the workforce.			
Barrier(s)				
Objective(s)	Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.			
Responsible Official(s)	Acting EEO Director - Claudia Postell Acting Deputy EEO Director - Letty Mayoral Director, Center for Cultural Diversity - Hugh G. McPhail Special Emphasis Program Managers Team Leader - Sheila R. Johnson			
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding	Modified Date	Completion Date

		(Yes or No)	(mm/dd/yyyy)	(mm/dd/yyyy)
09/30/2018	Engage in barrier analysis studies of each agency components.	YES		
09/30/2018	Continue to meet with each Deputy Commissioner to discuss and identify specific strategies to increase the representation of employees with targeted disabilities.	YES		
09/30/2018	Release an email to all employees encouraging them to update their disability status in accordance with the OPM Standard Form 256 (Revised October 2016).	YES		
09/30/2018	Display posters throughout the Headquarters and Regional Offices, notifying employees of the importance of updating their OPM Standard Form 256 (Revised October 2016).	YES		
Fiscal Year	Accomplishments			
2017	We conducted analyses by components using the Barrier Obliteration Program (BOP). During BOP, we conducted on-going assessments to eliminate barriers and impediments to equal opportunity, component by component. Assessments included analysis of a multitude of datasets including workforce data, complaints data, transaction data (i.e. hiring, promotions, awards, etc.), and results from our Diversity and Inclusion Survey. Once we completed the assessment, we worked with the component to develop action plans designed to address triggers and eliminate identified barriers.			

1. If the planned activities were not timely completed, did the agency hold the responsible official accountable in the performance rating period? If “yes”, please describe the actions taken below.

Yes 0 No 0 N/A **X**

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

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

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Trigger 4	Employees with a targeted disability have a lower than expected participation rate in the GS-10, GS-12, GS-13, GS-14, GS-15, and SES levels when considering their representation in SSA and EEOC's benchmark.			
Barrier(s)				
Objective(s)	Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.			
Responsible Official(s)	Acting EEO Director - Claudia Postell Acting Deputy EEO Director – Letty Mayoral Director, Center for Cultural Diversity - Hugh G. McPhail Special Emphasis Program Managers Team Leader - Sheila R. Johnson			
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2018	Engage in barrier analysis studies of each agency components.	YES		
09/30/2018	Continue to meet with each Deputy Commissioner to discuss and identify specific strategies to increase the representation of employees with targeted disabilities.	YES		
Fiscal Year	Accomplishments			
2017	In FY 2017, the representation of EWTD equaled or exceeded the EEOC benchmark in two of the three occupational categories cited in the 2016 report. We contribute this increase to employees updating their disability status in accordance with the OPM Standard Form 256 (Revised October 2016). We will continue to encourage employees to update their disability status. We will continue to conduct component self-assessment to ensure that SSA is meeting or exceeding the EEOC benchmark for EWTD.			

1. If the planned activities were not timely completed, did the agency hold the responsible official accountable in the performance rating period? If “yes”, please describe the actions taken below.

Yes 0 No 0 N/A **X**

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

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

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Trigger 5	Employees with a targeted disability have a higher than expected involuntary separation rate when considering their representation in the SSA workforce.			
Barrier(s)				
Objective(s)	Conduct a barrier analysis to determine whether an agency policy, practice, or procedure is creating a barrier. We are currently conducting a thorough barrier analysis.			
Responsible Official(s)	Acting EEO Director - Claudia Postell Acting Deputy EEO Director – Letty Mayoral Director, Center for Cultural Diversity - Hugh G. McPhail Special Emphasis Program Managers Team Leader - Sheila R. Johnson			
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2018	Engage in barrier analysis studies of each agency components.	YES		
09/30/2018	Continue to meet with each Deputy Commissioner to discuss and identify specific strategies to increase the representation of employees with targeted disabilities.	YES		
Fiscal Year	Accomplishments			
2017	We conducted analyses by components using the Barrier Obliteration Program (BOP). During BOP, we conducted on-going assessments to eliminate barriers and impediments to equal opportunity, component by component. Assessments included analysis of a multitude of datasets including workforce data, complaints data, transaction data (i.e. hiring, promotions, awards, etc.), and results from our Diversity and Inclusion Survey. Once we completed the assessment, we worked with the component to develop action plans designed to address triggers and eliminate identified barriers.			

1. If the planned activities were not timely completed, did the agency hold the responsible official accountable in the performance rating period? If “yes”, please describe the actions taken below.

Yes 0 No 0 N/A X

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

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