

Affirmative Action Plan for the Recruitment, Hiring, Advancement, and Retention of Persons with Disabilities

To capture agencies' affirmative action plan for persons with disabilities (PWD) and persons with targeted disabilities (PWTD), EEOC regulations (29 C.F.R. § 1614.203(e)) and MD-715 require agencies to describe how their affirmative action plan will improve the recruitment, hiring, advancement, and retention of applicants and employees with disabilities.

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 disabilities and persons with 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) Answer No
- b. Cluster GS-11 to SES (PWD) Answer No

*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) Answer No
- b. Cluster GS-11 to SES (PWTD) Answer No

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numarical Goal	--	12%		2%	
Grades GS-1 to GS-10	5088	1413	27.77	205	4.03
Grades GS-11 to SES	12523	2180	17.41	309	2.47

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

During FY 2018, the agency communicated the 2% onboard goal for PWTD in the: • Agency-wide video in support of National Disability Employment Awareness Month on 10/13/2017; • Annual State of EEO Briefing to Director and senior leaders on 8/7/2018; • Hiring managers participated in Gallaudet's Best Practices and Working with Deaf and Hard of Hearing Employees Workshop and How to Apply for Federal Jobs. • Fifteen informational briefings on Schedule A Hiring Authority and the Workforce Recruitment Program for College Students with Disabilities (WRP) conducted by the Disability Employment Program Manager; • Demographic snapshots including diversity workforce data that were provided to senior leaders within the organization; • Human Resources Specialists monthly meeting on 2/6/2018; • Meetings between the Disability Program Manager and hiring managers about the Workforce Recruitment Program for College Students with Disabilities (WRP), Schedule A, and disability outreach; • Meetings between the Chief of OEOI and Associate Directors and Program Chiefs of the various Directorates and Program Offices.

- Monthly SEPM Summit meetings to the 102 collateral duty Special Emphasis Program Managers and SEPM communication to USCIS field office management.
- Headquarters New Employee Orientation Program provided bi-weekly by OEOI in collaboration with HCT.

Section II: Model Disability Program

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

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

1. 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.

Answer Yes

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

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTB	80	9	0	Eric.J.Williams@uscis.dhs.
Answering questions from the public about hiring authorities that take disability into account	80	9	0	Eric.J.Williams@uscis.dhs.
Processing reasonable accommodation requests from applicants and employees	4	0	0	Holly Hadfield Aguilar Division Chief, Diversity Management Operations, OEOI
Section 508 Compliance	10	0	0	Ken Moser Branch Chief and Section 508 Coordinator
Architectural Barriers Act Compliance	17	0	0	Gina.V.Barrett@uscis.dhs.g
Special Emphasis Program for PWD and PWTB	1	0	102	Holly Hadfield Aguilar Division Chief, Diversity Management Operations, OEOI

3. 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.

Answer Yes

In FY 2018, all staff continued to receive sufficient on-the-job training and individual performance work plans and/or IDPs. They also attended trainings to enhance their particular job functions and career development.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

Has the agency provided sufficient funding and other resources to successfully implement the disability program during the reporting period? If “no”, describe the agency’s plan to ensure all aspects of the disability program have sufficient funding and other resources.

Answer Yes

Section III: Program Deficiencies In The Disability Program

Section IV: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

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

USCIS utilized a variety of outreach and recruitment strategies to increase the number of qualified applicants with disabilities and targeted disabilities. This was a collaborative effort between the Disability Employment Program Manager, the Selective Placement Program Coordinator, collateral duty Special Emphasis Program Managers, and HR Specialists. • Continued to promote the use of the Workforce Recruitment Program for College Students with Disabilities (WRP) by providing fifteen information briefings to hiring managers, Human Resources specialists, Special Emphasis Program Managers, and employees. • Leveraged its 102 collateral duty Special Emphasis Program Managers (SEPMs), to conduct outreach and recruitment efforts with many different disability organizations and educational institutions, to include: Virginia Department of Blind and Vision Impaired; Northern Virginia Department of Aging and Rehabilitative Services; Council of State Administrators of Vocational Rehabilitation; San Diego Department of Rehabilitation; Vocational Rehabilitation Services, Waterbury, Vermont; the Minnesota Twin Cities Directors of Disability Services; and the Southwest Collegiate Institute for the Deaf, to name a few. • Promoted USCIS as an Employer of Choice through Federal Job Club meetings, USCIS Overview Briefings, critiquing elevator speeches, resumes, and job interview techniques at disability organizations. • USCIS hiring managers participated in Gallaudet’s Best Practices and Working with Deaf and Hard of Hearing Employees Workshop and How to Apply for Federal Jobs. • Participated in over 50 career fairs and outreach events of which more than 20 targeted active duty or transitioning military and persons with disabilities and targeted disabilities. • Updated the process to provide disabled veterans with a step-by-step guide on how to apply for the 30% or more disabled veterans application file. • Established a Corporate Recruiter team with specialty areas including expert knowledge and consulting, and dedicated development and evaluation of customized recruitment efforts for USCIS offices encompassing strategic methods for increasing veteran outreach and hiring and utilization of other special hiring authorities. Recruitment flyers were distributed to Veterans at the job fairs to ensure discharged Veterans were informed of employment opportunities at a specific location and within USCIS as part of their Transition Assistance Program briefings. • Continued to refer disabled veterans’ resumes to hiring managers to support veteran hiring goals. • Promoted and used the Operation Warfighter (OWF) and the Wounded Warrior programs to fill temporary appointments. FY 2019 Plans The Disability Program Manager and Selective Placement Program Coordinator will continue to work to expand USCIS’ relationships with diversity and disabled veteran organizations, accredited colleges and universities, and participate in outreach and recruitment events to include developing a tracking system for outreach events and creating Braille and large print recruitment materials. USCIS will continue to promote the use of the special hiring authorities including: Schedule A Appointing Authority (for individuals with intellectual, severe physical and severe psychiatric disabilities), Veterans Employment Opportunity Act (VEOA), Veterans Recruitment Appointment (VRA), and 30% or More Disabled Veterans

by: • Participating in career fairs, such as those sponsored by: DOD Hiring our Heroes, Department of Navy Wounded Warrior Program, and Department of Veterans Affairs Hiring Program; • Using Operation Warfighter (OWF) and Workforce Recruitment programs to recruit, hire, and advance disabled veterans; • Developing an outreach tool kit for collateral duty Special Emphasis Program Managers (SEPMs) to facilitate nationwide efforts in establishing and cultivating partnerships with educational institutions; • Developing a Hiring Managers Resource Guide for Hiring PWDs with the goal of increasing hiring of PWD and PWTDs into part- and full-time positions; and • Establishing a working group to draft Standard Operating Procedures (SOP) on hiring for agency recruiters.

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

USICS utilizes all available and appropriate hiring authorities to recruit and hire PWD and PWTD including the Schedule A disability appointment and the 30% or more disabled veteran’s appointment. In FY 2018, USCIS hired a total of 1,788 new employees, of which 684 (38.26%) were veterans, 351 (19.63%) of them were 30% or more disabled. This positioned USCIS above the DHS new hire goals for veterans (25%) and veterans with disabilities (10%). USCIS has the largest Schedule A workforce of all the DHS components at 261 (31.75%). A total of 54 (3.02%) employees were hired under the Schedule A appointment authority in FY 2018. The agency used hiring authorities that take disability into account in the following strategic ways: • Continued to utilize Delegated Examining Unit job announcements to allow managers to recruit from all sources, creating a larger applicant pool to reach disabled Veterans, Schedule A eligible, and other best qualified candidates. • USCIS made reasonable accommodation and work life information available to persons with disabilities and veteran applicants during the recruitment process by posting vacancy announcements on the USCIS website. Information on the Computer/Electronic Accommodations Program (CAP) is also made available to managers who are considering job accommodations issues. • Continued to utilize student educational employment work-study programs, 5 C.F.R. §§ 213.3202(a) and (b)(10)(ii), "Hiring Authorities for Students with Disabilities"; veterans preference hiring, including hiring disabled veterans into a Department of Veterans Affairs training program, 5 C.F.R. § 315.604, and preferential hiring of veterans with disability ratings of 30% or more, 5 C.F.R. §§ 316.302(b)(4) and 316.402(b)(4). • Continued to include language in all vacancy announcements encouraging people with disabilities to apply for jobs, specifically stating that USCIS is recruiting qualified applicants with disabilities. • Continued to use a Schedule A Hiring Mailbox to advise eligible applicants on how to apply. • Continued to encourage applicants to voluntarily self-identify if they have the types of disabilities covered by the programs via job announcements, job fairs, and hiring events.

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

Schedule A candidates can be considered non-competitively for any vacant position prior to the position being posted. Once the position is posted and until the post closes, Schedule A applicants must apply through USAJobs. To verify eligibility, the Schedule A applicant must submit documentation from a licensed medical professional (e.g., a physician or other professional certified by a state, DC, or a U.S. territory to practice medicine); a licensed vocational rehabilitation specialist; or any Federal agency or state agency that issues or provides disability benefits (e.g., SSA, VA). The documentation does not need to include the type of disability, just certify that they have it. Schedule A eligible candidates’ certificates are forwarded to hiring officials for consideration. If selected, HCT staff advises hiring officials in more detail on the use of this non-competitive hiring authority. The tentative job offer includes a point of contact to assist the employee with completing the SF-256. In addition, site visits, training sessions and webinars are provided throughout the year to management and hiring points of contacts to spread awareness on the use of hiring authorities throughout USCIS.

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

Answer Yes

• USCIS had a total of 2,889 supervisors and managers at the end of FY 2018. • The agency employs diverse methods to train and

inform its hiring managers on the use of hiring authorities that take disability into account, including: • Mandatory biennial online training titled “A Roadmap to Success: Hiring, Retaining and Including People with Disabilities” for supervisors, managers, and HR professionals. This is a 45-minute online course to educate hiring officials on the use of hiring authorities that take disability into account; and • Voluntary training on the Schedule A hiring authority upon request; and • HR specialists provide hiring managers with an overview of the special hiring authorities as a regular part of their staffing and recruitment efforts. For example, HCT conducts site visits with hiring managers during which they provide an overview of the federal hiring process to include the benefits of using special hiring authorities. • HCT and OEOI conduct training sessions in person and through webinars, and other formats on non-competitive hiring authorities for hiring managers.

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.

As was highlighted in Section III.A.4., in FY 2018 USCIS continued to partner with multiple disability organizations and educational institutions and formed new partnerships to include: the Virginia Department of Blind and Vision Impaired; Northern Virginia Department of Aging and Rehabilitative Services, Alexandria, Virginia; National Employment Team; Council of State Admin of Vocational Rehabilitative Services; Workforce Development; Department of Rehabilitation, San Diego, California; Vocational Rehabilitation Services, Waterbury, Vermont; Veterans Rehabilitation Services; and Military and Veterans Job Fairs. USCIS continued to leverage these partnerships by participating in activities and events with them including: • The Veterans Employment Program Manager (VEPM) worked closely with HR specialists to provide supervisors with a step-by-step to on-board an OWF (Volunteer). The supervisor and the intern are required to complete an Intern Development Plan, discuss the duties to be accomplished, set expectations, and record three major goals to be accomplished during the internship. The plan is expected to be completed 2-3 weeks after the start date and returned to DOD via the VEPM. Exit Interviews are encouraged to be completed by the service member and by USCIS. This helps USCIS to monitor and continuously improve the quality of the program. • The Disability Employment Program Manager promoted the Workforce Recruitment Program (WRP) Recruiter Program and 8 employees registered to be recruiters. • The Selective Placement Program Coordinator established a network with VA VR&E POCs in different geographic locations to promote the use of non-paid work experience. This provides Veterans with service-connected disabilities more opportunities to prepare for, find, and maintain a job. • USCIS participated in an employee and alumni panel for the third consecutive year, and participated in mock interviews which provided deaf and hard of hearing Gallaudet University students with evaluations to improve their interviewing skills.

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) Answer No
- b. New Hires for Permanent Workforce (PWTD) Answer No

New Hires	Total (#)	Reportable Disability		Targeted Disability	
		Permanent Workforce (%)	Temporary Workforce (%)	Permanent Workforce (%)	Temporary Workforce (%)
% of Total Applicants	58032	4.47	0.00	2.16	0.00
% of Qualified Applicants	36185	4.41	0.00	1.98	0.00
% of New Hires	1376	27.11	1.24	3.85	0.00

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. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

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

Based on a review of table B7, in comparison to the benchmarks, triggers exist for PWTD (2.31%) among new hires for the 0301 position and the 0930 position (2.12%) in FY 2018.

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability		Targetable Disability	
		Qualified Applicants (%)	New Hires (%)	Qualified Applicants (%)	New Hires (%)
Numerical Goal	--	12%		2%	
0301MISCELLANEOUS ADMINISTRATOR	6893	4.11	0.77	1.61	0.04
0343MANAGEMENT AND PROGRAM ANALYST	1315	4.49	1.44	2.28	0.30
0930REFUGEE AND ASYLUM OFFICER	2045	1.47	0.49	0.83	0.20
1801IMMIGRATION SERVICES OFFICER	20895	2.38	0.75	1.11	0.11
1802IMMIGRATION SERVICES OFFICER	26884	2.70	0.50	1.22	0.07

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. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

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

Relevant applicant pool data is not available. Identifying which current USCIS employees would qualify for a job series they are not currently in is a difficult undertaking. HCT does not adjudicate applicant qualifications until an applicant applies for a specific position, and the applicant may qualify based on experience obtained prior to entry into their current job series, or into USCIS. USCIS has not attempted to develop an estimate for job series-relevant applicant pools to date. Based on this, we are not attempting to tabulate relevant applicant pools for this reporting cycle.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission- critical occupations (MCO)? If “yes”, please describe the triggers below. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

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

Based on Table B9, in comparison to the benchmarks, triggers exist for PWTD among employees promoted to the 1801 (2.46%), 0301 (3.97%), 0343 (3.32%), and 1802 (3.26%) positions in FY 2018.

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

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

A. ADVANCEMENT PROGRAM PLAN

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

USCIS provides several avenues, including internal merit promotion procedures; career ladder and upward mobility positions; training and career development programs; and special emphasis programs to advocate for the employment and advancement of those with disabilities. All employees, including veterans and PWD/ PWTD employees are encouraged to participate in the variety of internal development programs and training opportunities that are advertised on the HCT website and in USCIS broadcast messages. In FY 2018, the agency continued to engage in initiatives designed to ensure employees with disabilities and employees with targeted disabilities had sufficient advancement opportunities. For example: • The agency continued to promote its mentoring programs for employees and for supervisors with less than two years of experience. There were 127 mentors and 130 protégés selected for the overall program in FY 2018. • The agency continued to collaborate with the Deaf and Hard of Hearing DHS Employee Association to assist with promoting recruitment and career advancement within USCIS. • The agency promoted the WRP as part of the USCIS Summer Enrichment program. In FY 2019, USCIS will continue to engage in the efforts identified above.

B. CAREER DEVELOPMENT OPPORTUNITES

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

The agency provides the following career development opportunities through HCT: • Leadership Education and Development (LEAD) Program (Aspiring Leader Program (GS 4-6), New Leader Program (GS 7-11), Executive Leadership Program (GS 11-13), Naval Postgraduate School Master’s Degree Program, OPM President’s Management Council Intra-agency Rotations Program (GS 13-15), etc.) • Coaching program • Mentoring program (supervisors and non-supervisors). • Homeland Security Investigations-Forensic Lab Training Program • Pathways program that includes: Internship, Recent Graduate, and Presidential Management Fellowship Of the programs identified, only the LEAD programs and Mentoring program involve a selection process (are competitive or require supervisor approval). The Professional Development Program (PDP) provides over two Million dollars in funding to cover the cost of eligible career- or job-related training for USCIS employees. In addition, several components organize specific mentoring programs for their employees.

2. In the table below, please provide the data for career development opportunities that require competition and/or supervisory recommendation/ approval to participate.

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Coaching Programs	0	0	0	0	0	0
Mentoring Programs	268	257	14.18	13.62	2.99	2.72
Other Career Development Programs	0	56	0	8.93	0	0
Internship Programs	0	0	0	0	0	0
Training Programs	0	0	0	0	0	0

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Fellowship Programs	0	0	0	0	0	0
Detail Programs	0	0	0	0	0	0

3. Do triggers exist for PWD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWD) Answer No
- b. Selections (PWD) Answer Yes

USCIS does not currently have an automated or consistent method to track AFD for career development programs distributed by disability. However, fewer applicants were selected (13.62%) than applied (14.18%) for the mentoring programs but the applicant rate for LEAD programs was not tracked and is unknown.

4. Do triggers exist for PWTD among the applicants and/or selectees for any of the career development programs? (The appropriate benchmarks are the relevant applicant pool for the applicants and the applicant pool for selectees.) If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Applicants (PWTD) Answer No
- b. Selections (PWTD) Answer Yes

USCIS does not currently have an automated or consistent method to track AFD for career development programs distributed by disability. However, fewer applicants were selected (2.72%) than applied (2.99%) for the mentoring programs but the applicant rate for LEAD programs was not tracked and is unknown.

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) Answer Yes
- b. Awards, Bonuses, & Incentives (PWTD) Answer Yes

In FY 2018, the agency identified a trigger involving the percentage of PWD and PWTD who received time-off awards and cash awards: PWD total time-off awards of 9+ hours was 38.49%, as compared to the rate awarded to persons without disabilities which was 46.37%. PWTD total time-off awards of 9+ hours was 32.49% as compared to the rate awarded to persons without targeted disabilities which was 44.78%. PWD total Cash Awards of \$500+ was 53.35% as compared to the rate awarded to persons without disabilities which was 70.57%. PWTD total Cash Awards of \$500+ was 52.72% as compared to the rate awarded to persons without targeted disabilities which was 66.71%.

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards: 1-9 hours : Total Time-Off Awards Given	818	41.20	53.91	7.21	33.99
Time-Off Awards: 9+ hours : Total Time-Off Awards Given	7823	17.68	79.33	2.13	15.54

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$100 - \$500: Total Cash Awards Given	2437	24.99	75.01	4.47	20.52
Cash Awards: \$501+: Total Cash Awards Given	11676	16.42	83.58	2.32	14.10

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) Answer Yes
- b. Pay Increases (PWTD) Answer Yes

This year, the agency identified a trigger involving the percentage of PWD and PWTDs who received QSIs. PWD QSIs awarded was 1.11% as compared to the rate awarded to persons without disabilities which was 1.59%. PWTD QSIs awarded was 1.17% as compared to the rate awarded to persons without targeted disabilities which was 1.47%.

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Quality Step Increases (QSI): Total QSIs Awarded	258	15.50	84.50	2.33	13.18
Performance Based Pay Increase	0	0.00	0.00	0.00	0.00

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) Answer N/A
- b. Other Types of Recognition (PWTD) Answer N/A

USCIS does not maintain data on other types of recognition.

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. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. SES
 - i. Qualified Internal Applicants (PWD) Answer Yes
 - ii. Internal Selections (PWD) Answer No
- b. Grade GS-15
 - i. Qualified Internal Applicants (PWD) Answer Yes
 - ii. Internal Selections (PWD) Answer No
- c. Grade GS-14
 - i. Qualified Internal Applicants (PWD) Answer Yes
 - ii. Internal Selections (PWD) Answer No

d. Grade GS-13

- i. Qualified Internal Applicants (PWD) Answer Yes
- ii. Internal Selections (PWD) Answer No

Based on a review of Tables B4 and B11, in comparison with the benchmarks, there are triggers involving PWD among qualified internal applicants for promotions to the following senior grade levels: SES 0.00% qualified vs. 10.79% relevant applicant pool, GS-15 4.94% qualified vs. 15.25% relevant applicant pool, GS-14 5.58% qualified vs. 15.26% relevant applicant pool, GS-13 6.71% qualified vs. 18.86% relevant applicant pool. Note: AFD is currently unavailable to properly validate qualified internal applicants by disability for SES positions, however, when comparing the percentage of SES selections to the relevant applicant pool, selections were higher than expected: SES Selections (20.00%) and Relevant Applicant Pool: (10.79%).

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. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. SES

- i. Qualified Internal Applicants (PWTD) Answer Yes
- ii. Internal Selections (PWTD) Answer Yes

b. Grade GS-15

- i. Qualified Internal Applicants (PWTD) Answer No
- ii. Internal Selections (PWTD) Answer Yes

c. Grade GS-14

- i. Qualified Internal Applicants (PWTD) Answer No
- ii. Internal Selections (PWTD) Answer Yes

d. Grade GS-13

- i. Qualified Internal Applicants (PWTD) Answer No
- ii. Internal Selections (PWTD) Answer Yes

Based on Tables B4 and B11, in comparison with the benchmarks, there are triggers involving PWTD among qualified internal applicants for promotions to the following senior grade levels: SES 0.00% qualified vs. 1.29% relevant applicant pool. There are also triggers among selectees for promotions to the following senior grade levels: SES 0.00% selected vs. N/A qualified GS-15 2.08% selected vs. 2.99% qualified GS-14 1.67% selected vs. 2.70% qualified, and GS-13 1.66% selected vs. 2.91% qualified. Note: AFD is currently unavailable to properly validate qualified internal applicants by disability for SES positions therefore, the trigger analysis for this group is not reliable.

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. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. New Hires to SES (PWD) Answer No
- b. New Hires to GS-15 (PWD) Answer No

- c. New Hires to GS-14 (PWD) Answer Yes
- d. New Hires to GS-13 (PWD) Answer No

USCIS was unable to analyze PWD using the required benchmark since there is no AFD for new hires to the senior grade levels. However, based on a review of MD-715 Table B8: New Hires by Type of Appointment, filtered by hires for Senior Level Positions (GS 13/14, GS 15, and SES) – Distribution by Disability, PWD exceeded the 12 percent federal goal for all grades with the exception of GS-14 new hires. • PWD New Hires to SES (33.33%); Qualified Applicant Pool (unavailable); federal goal (12%) • PWD New Hires to GS-15 (35.71%); Qualified Applicant Pool (unavailable); federal goal (12%) • PWD New Hires to GS-14 (10.42%); Qualified Applicant Pool (unavailable); federal goal (12%) • PWD New Hires to GS-13 (45.16%); Qualified Applicant Pool (unavailable); federal goal (12%)

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. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

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

USCIS was unable to analyze PWTD using the required benchmark since there is no AFD for new hires to the senior grade levels. However, based on a review of MD-715 Table B8: New Hires by Type of Appointment, filtered by hires for Senior Level Positions (GS 13/14, GS 15, and SES) – Distribution by Disability, PWTD exceeded the 2 percent goal for GS-13 and SES new hires but did not meet the federal goal for GS-14 and GS-15 new hires. • PWTD New Hires to SES (33.33%); Qualified Applicant Pool (unavailable); federal goal (2%) • PWTD New Hires to GS-15 (0.00%); Qualified Applicant Pool (unavailable); federal goal (2%) • PWTD New Hires to GS-14 (0.00%); Qualified Applicant Pool (unavailable); federal goal (2%) • PWTD New Hires to GS-13 (6.45%); Qualified Applicant Pool (unavailable); federal goal (2%)

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. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

- a. Executives
 - i. Qualified Internal Applicants (PWD) Answer N/A
 - ii. Internal Selections (PWD) Answer N/A
- b. Managers
 - i. Qualified Internal Applicants (PWD) Answer N/A
 - ii. Internal Selections (PWD) Answer N/A
- c. Supervisors
 - i. Qualified Internal Applicants (PWD) Answer N/A
 - ii. Internal Selections (PWD) Answer N/A

USCIS does not currently collect AFD by managerial level and is therefore unable to identify the participation rates by disability for qualified internal applicants.

6. Does your agency have a trigger involving PWTB 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. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

i. Qualified Internal Applicants (PWTB) Answer N/A

ii. Internal Selections (PWTB) Answer N/A

b. Managers

i. Qualified Internal Applicants (PWTB) Answer N/A

ii. Internal Selections (PWTB) Answer N/A

c. Supervisors

i. Qualified Internal Applicants (PWTB) Answer N/A

ii. Internal Selections (PWTB) Answer N/A

USCIS does not currently collect AFD by managerial level and is therefore unable to identify the participation rates by disability for qualified internal applicants.

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. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWD) Answer N/A

b. New Hires for Managers (PWD) Answer N/A

c. New Hires for Supervisors (PWD) Answer N/A

USCIS does not currently collect AFD by managerial level and is therefore unable to identify the participation rates by disability for qualified applicants.

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTB among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box. Select “n/a” if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires for Executives (PWTB) Answer N/A

b. New Hires for Managers (PWTB) Answer N/A

c. New Hires for Supervisors (PWTB) Answer N/A

USCIS does not currently collect AFD by managerial level and is therefore unable to identify the participation rates by disability for qualified applicants.

Section VI: Plan to Improve Retention of Persons with Disabilities

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

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

1. In this reporting period, did the agency convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service (5 C.F.R. § 213.3102(u)(6)(i))? If “no”, please explain why the agency did not convert all eligible Schedule A employees.

Answer No

HCT tracks individuals who are on an excepted service appointment including those on a Schedule A appointment and provides reports to offices for their action. The Human Resources Operations Center (HROC) advises managers when a person is eligible for conversion to a competitive service appointment. Managers are responsible for conversion or any further action. Any termination requests must go through Labor and Employee Relations (LER). USCIS does not currently track reasons for non-conversion. During FY 2018, USCIS converted a total of 79 Schedule A employees (Permanent and Temporary) out of 109 eligible to the Competitive Service, representing a 72 percent conversion rate. Of those converted, 70 were converted non-competitively after two years of satisfactory service, 6 converted to career or career conditional before 2 years of service, and 3 were converted by other means. In collaboration with DHS CRCL, USCIS acquired initial data to track employees who have not converted. OEOI and HCT began to discussions with managers to develop a plan to address this deficiency, and is developing a plan to interview individuals who administer Schedule A hiring and examine the reasons for the apparent non-conversions. USCIS will continue to monitor the progress of Schedule A appointments, separations, and conversions.

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) Answer Yes

b. Involuntary Separations (PWD) Answer Yes

Table B14. Using the inclusion rate, triggers exist for PWD (5.82%) who voluntarily separated from the agency, as compared to the rate of persons without disabilities (4.37%). Using the inclusion rate, triggers exist for PWD (0.75%) who involuntarily separated from the agency, as compared to the rate of persons without disabilities (0.43%).

Separations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permenant Workforce	17611	20.40	79.60
Total Separations	915	25.79	74.21
Voluntary Separations	828	25.24	74.76
Involuntary Separations	87	31.03	68.97

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) Answer Yes

b. Involuntary Separations (PWTD) Answer Yes

Table B14. Using the inclusion rate, triggers exist for PWTD (6.03%) who voluntarily separated from the agency, as compared to the rate of persons without targeted disabilities (4.66%). Using the inclusion rate, triggers exist for PWTD (0.97%) who involuntarily separated from the agency, as compared to the rate of persons without targeted disabilities (0.48%).

Separations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce	17611	2.92	97.08
Total Separations	915	3.93	96.07
Voluntary Separations	828	3.74	96.26
Involuntary Separations	87	5.75	94.25

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

FY 2018 USCIS exit survey results indicate that 87/590 (14.75%) exiting employees self-identified as PWD and 26/590 (4.41%) identified as PWTD. The top reasons PWDs gave for leaving were: advancement opportunities, salary/pay and moving to another DHS component, followed by personal and family related. The top reasons PWTD gave for leaving were: advancement opportunities, health related, and salary/pay.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

Pursuant to 29 CFR §1614.203(d)(4), federal agencies are required to inform applicants and employees of their rights under Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. § 794(b), concerning the accessibility of agency technology, and the Architectural Barriers Act of 1968 (42 U.S.C. § 4151-4157), concerning the accessibility of agency facilities. In addition, agencies are required to inform individuals where to file complaints if other agencies are responsible for a violation.

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

The public website notice of Section 508 accessibility is located at: <https://www.uscis.gov/website-policies/accessibility>; The internal website also has a notice of Section 508 accessibility and provides a help desk number and email for employees with issues of accessibility.

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

As of the end of FY 2018, USCIS did not meet this requirement; a template for a notice was under development by DHS at the time of this report. The deficiency will be corrected and reported in the FY 2019 report.

- 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.

The following programs, policies, and practices are currently being implemented and were submitted to DHS as part of the USCIS 504 plan for improvement. The target completion date, unless otherwise noted, is FY 2019: 1. Create and implement a plan to equip existing facilities with automatic doors on front entrances, public restrooms and ceremony rooms. (this will be a multi-year plan) 2. Enhance the 508 resources for employees available on internal sites and develop and implement a communications plan to advertise the availability of the resources. 3. Develop and implement a campaign to raise awareness about 508 requirements for the general employee population, to include offering training webinars on how to make Word documents and emails 508 compliant. 4. Identify and implement a process to ensure that all immigration forms comply fully with 508 and DHS standards. 5. For programs that manage a USCIS website, develop and disseminate written Standard Operating Procedures (SOPs) that state who is accountable for authoring, testing and ultimately posting 508-compliant content on both internal and public websites. 6. For programs that manage a USCIS website, develop written SOPs for internal programmatic use, which state whose responsibility it is for reviewing and testing content for 508 compliance before it is posted and what tools will be used for the testing process. The following programs, policies, and practices are completed: 7. Considered adding trusted tester requirements to content development solicitations, in addition to existing requirements for software and Agile Web development solicitations. 8. Developed and implemented a written policy requiring that the appropriate language from the DHS Accessibility Requirements Tool (DART) or its successor is incorporated into all solicitations for Information and Communication Technology (ICT) products/services in excess of the

Component Acquisition Review Board (CARB) threshold. Additionally, required that the Section 508 Coordinator review the final draft of all solicitations to ensure they sufficiently communicate the 508 requirements for the product/service. 9. Developed and disseminated guidance for offices on how to secure and use captioning services when members of the public are invited to webinars/teleconferences. 10. The USCIS History Library purchased and installed screen reading software on one of the computers used by the public. 11. Developed and advertised guidance for offices on the 508 requirements for posting audio, visual, and multimedia content on internal and external sites. Reviewed terms of contract with graphic artists on the terms of their contract including the need for all of their products to be compliant with 508 and DHS standards. 12. Developed a process for ensuring that accessibility requirements are incorporated into solicitations to procure items such as InfoPass kiosks, service satisfaction kiosks, etc.

C. REASONABLE ACCOMMODATION PROGRAM

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

1. Please provide the average 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 interpreting services.)

In FY 2018, the average time frame for processing initial requests for reasonable accommodations was 19 business days.

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

USCIS continues to administer a central accommodation fund as a means of removing any financial disincentive to supervisors and managers in hiring, retaining, or promoting persons with disabilities. USCIS processed 890 requests for accommodations, out of 1129 requests made in FY 2018, and the average number of processing days was 19. Current USCIS policy provides that accommodation requests are to be processed within 20 business days absent extenuating circumstances. Additionally, the USCIS Disability Accommodation Program (DAP), in partnership with the EEOC, continued providing mandatory disability accommodation training for new supervisors and 631 supervisors were trained. The program also trained an additional 59 supervisors on reasonable accommodation through requests to the training cadre. USCIS plans to create and launch two disability accommodations trainings, one specifically for managers and one for all employees in FY19.

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

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

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

USCIS does not currently have separate policies to implement the Personal Assistance Services requirement. PAS are addressed under the agency's reasonable accommodation policies and procedures. In response to a Technical Assistance review, the Management Directive on Disability Accommodations for Employees and Job Applicants and EEOC guidance on PAS and on the new rule implementing Section 501 were posted to the USCIS external and internal websites (<https://www.uscis.gov/about-us/affirmative-action-plan-recruitment-hiring-advancement-and-retention-persons-disabilities>). The reasonable accommodation procedures were also resubmitted to the EEOC for approval. The agency is working on contract services to satisfy personal services needs of employees.

Section VII: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging harassment, as compared to the governmentwide average?

Answer Yes

2. During the last fiscal year, did any complaints alleging harassment based on disability status result in a finding of discrimination or a settlement agreement?

Answer Yes

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

• In response to question one, PWDs alleged harassment in 24 out of 120 formal complaints filed (20%) which is higher than the government-wide average of 18.05%. • In response to question two, there were 11 settlement agreements.

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

1. During the last fiscal year, did a higher percentage of PWD file a formal EEO complaint alleging failure to provide a reasonable accommodation, as compared to the government-wide average?

Answer Yes

2. During the last fiscal year, did any complaints alleging failure to provide reasonable accommodation result in a finding of discrimination or a settlement agreement?

Answer Yes

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

• In response to question one, PWDs filed 22 complaints based on reasonable accommodation out of 120 total complaints filed (18.33%) which is higher than the government-wide average of 12.50%. • In response to question two, there were 4 settlement agreements and no findings of discrimination.

Section VIII: Identification and Removal of Barriers

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

1. Has the agency identified any barriers (policies, procedures, and/or practices) that affect employment opportunities for PWD and/or PWTD?

Answer No

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

Answer N/A

3. Identify each trigger and plan to remove the barrier(s), including the identified barrier(s), objective(s), responsible official(s), planned activities, and, where applicable, accomplishments

<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>Trigger 5. Based on Schedule A workforce data. The agency did not convert all eligible Schedule A employees with a disability into the competitive service after two years of satisfactory service.</p>							
<p>STATEMENT OF BARRIER GROUPS:</p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p> <p>People with Targeted Disabilities</p>							
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>								
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>NA</p>							
<p>Objective</p>	<p>Examine the reason for the trigger and Increase conversion rates of eligible Schedule A employees into competitive service.</p> <table border="1" data-bbox="483 989 1513 1125"> <tr> <td data-bbox="483 989 646 1041">Date Objective Initiated</td> <td data-bbox="646 989 1513 1041">Oct 1, 2017</td> </tr> <tr> <td data-bbox="483 1041 646 1125">Target Date For Completion Of Objective</td> <td data-bbox="646 1041 1513 1125">Sep 30, 2018</td> </tr> </table>				Date Objective Initiated	Oct 1, 2017	Target Date For Completion Of Objective	Sep 30, 2018
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<p>Responsible Officials</p>	<p>Holly Hadfield Aguilar Chief, Diversity Management Operations, OEOI</p> <p>Danyale Corradi Chief, Policy, Planning and Resources, OEOI</p> <p>Angelia Neal Chief, HR Policy and Performance Management Branch, HCT</p>							
<p>Target Date (mm/dd/yyyy)</p>	<p>Planned Activities</p>	<p>Sufficient Staffing & Funding (Yes or No)</p>	<p>Modified Date (mm/dd/yyyy)</p>	<p>Completion Date (mm/dd/yyyy)</p>				
<p>09/30/2018</p>	<p>2. HCT and OEOI will collaborate to review Schedule A processes and identify opportunities for efficiencies.</p>	<p>Yes</p>		<p>09/30/2018</p>				
<p>09/30/2018</p>	<p>1. OEOI and HCT will collaborate to monitor and review Schedule A conversions and identify trends.</p>	<p>Yes</p>		<p>09/30/2018</p>				
<p>09/30/2018</p>	<p>3. HCT and OEOI will develop a mechanism for tracking Schedule A appointees after conversion eligibility to identify reasons for non-conversion.</p>	<p>Yes</p>	<p>09/30/2019</p>					
<p>09/30/2019</p>	<p>4. OEOI and HCT will collaborate to analyze specific cases of non-conversion to determine reasons and develop a plan to address discrepancies.</p>	<p>Yes</p>						

Fiscal Year	Accomplishments
2018	<p>Modifications: The statement of the objective was modified for clarity and action plan 4 was initiated to continue to another level of the barrier analysis.</p> <p>Planned Activity 1 and 2: A working group was established in FY 2018 to identify best practices and areas where efficiencies may be needed to track the life cycle of Schedule A employees. The group has identified areas in the Schedule A lifecycle where processing may be ineffective and is working on an action plan to address the issues. Reports on “excepted service” employees including Schedule A employees are provided to managers and Selective Placement Coordinator (SPPC) on a monthly basis. The report includes the list of Schedule A employees whose appointments are due for conversion. Also, the SPC will track and contact supervisors directly to discuss employees who are appointed under Schedule A for longer than two years.</p> <p>Planned Activity 3 (Closed out): HCT began this process but did not complete it mostly because current HR reporting systems were not capable of generating a single comprehensive report. Separate databases contain different sets of data and required manual tracking to combine the data to make it useful. However, DHS CRCL provided USCIS with Schedule A conversion data for FY 2018 and has agreed to continue extracting and sharing Schedule A data for the foreseeable future. An initial review of the data indicates that not all eligible Schedule A employees were converted (73 were converted out of 109 eligible) for a variety of reasons that are not clear. Further analysis needs to be done in collaboration with HCT to investigate the reasons the specific personnel identified were not converted therefore Planned Activity 4 was initiated.</p>

<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>Trigger 6. Based on Tables B4 and B11, and New Hires by Type of Appointment, filtered by hires for Senior Level Positions (GS-13-SES), . In comparison with the benchmarks, PWD and PWTD are underrepresented among qualified internal applicants and selectees for promotions as well as among new hires to certain senior grade levels.</p>																							
<p>STATEMENT OF BARRIER GROUPS:</p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p> <p>People with Targeted Disabilities</p>																							
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>																								
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>NA</p>																							
<p>Objective</p>	<p>Examine the trigger to determine the reasons for the underrepresentation of PWD and PWTD among qualified internal applicants and selectees for promotion to the senior grades.</p> <table border="1" data-bbox="483 991 649 1129"> <tr> <td>Date Objective Initiated</td> <td>Oct 1, 2017</td> </tr> <tr> <td>Target Date For Completion Of Objective</td> <td>Sep 30, 2020</td> </tr> </table>				Date Objective Initiated	Oct 1, 2017	Target Date For Completion Of Objective	Sep 30, 2020																
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<p>Fiscal Year</p> <p>2018</p>	<p>Accomplishments</p> <p>New trigger.</p>																							

<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>Trigger 7. Based on career development opportunity workforce data. There are fewer PWD and PWTDS selected than applied to mentoring programs.</p>							
<p>STATEMENT OF BARRIER GROUPS:</p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p> <p>People with Targeted Disabilities</p>							
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>								
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>NA</p>							
<p>Objective</p>	<p>Examine the trigger to determine the reasons for the underrepresentation of PWD and PWTDS among and selectees to the mentoring program.</p> <table border="1" data-bbox="483 989 649 1129"> <tr> <td>Date Objective Initiated</td> <td>Oct 1, 2017</td> </tr> <tr> <td>Target Date For Completion Of Objective</td> <td>Sep 30, 2020</td> </tr> </table>				Date Objective Initiated	Oct 1, 2017	Target Date For Completion Of Objective	Sep 30, 2020
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<p>Target Date (mm/dd/yyyy)</p>	<p>Planned Activities</p>	<p>Sufficient Staffing & Funding (Yes or No)</p>	<p>Modified Date (mm/dd/yyyy)</p>	<p>Completion Date (mm/dd/yyyy)</p>				
<p>09/30/2019</p>	<p>1. Coordinate with HCT to benchmark and develop AFD framework for USCIS career development programs.</p>	<p>Yes</p>						
<p>09/30/2020</p>	<p>2. Coordinate with HCT to review the mentoring program.</p>	<p>Yes</p>						
<p>Fiscal Year</p>	<p>Accomplishments</p>							
<p>2018</p>	<p>New Trigger.</p> <p>Action Plan 1:</p> <p>HCT is testing Human Capital Business Systems (HCBS) end-to-end (E2E) solution by Monster Government Solutions which is intended to support all personnel action processing throughout an employee's lifecycle and interface with the National Finance Center (NFC) and the Office of Personnel Management (OPM) to allow HR Specialists to service all human capital functions including recruitment, assessment, selection, onboarding, awards, etc. With this acquisition, USCIS expects to address limitations to the applicant flow identified in this trigger. Refer to Part J, Trigger 2 and Part H, E.4.a.2. and E.4.a.4. / former E.1.b.</p>							

<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>Trigger 4. Based on Table B13, PWD and PWTD received less time off awards of nine or more hours, cash awards of \$500 or more, and Quality Step Increases (QSIs) as compared with persons without disabilities and persons without targeted disabilities.</p>							
<p>STATEMENT OF BARRIER GROUPS:</p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p> <p>People with Targeted Disabilities</p>							
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>								
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>NA</p>							
<p>Objective</p>	<p>Identify policy, practice or procedures that may be impacting award distribution for PWD and PWTDs.</p> <table border="1" data-bbox="440 961 1513 1115"> <tr> <td>Date Objective Initiated</td> <td>Oct 1, 2017</td> </tr> <tr> <td>Target Date For Completion Of Objective</td> <td>Sep 30, 2018</td> </tr> </table>				Date Objective Initiated	Oct 1, 2017	Target Date For Completion Of Objective	Sep 30, 2018
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<p>Responsible Officials</p>	<p>Holly Hadfield Aguilar Division Chief, Diversity Management Operations, OEOI</p> <p>Danyale Corradi Division Chief, Policy, Planning and Resources, OEOI</p> <p>Angelia Neal Branch Chief, HR Policy and Performance Management, HCT.</p>							
<p>Target Date (mm/dd/yyyy)</p>	<p>Planned Activities</p>	<p>Sufficient Staffing & Funding (Yes or No)</p>	<p>Modified Date (mm/dd/yyyy)</p>	<p>Completion Date (mm/dd/yyyy)</p>				
<p>09/30/2019</p>	<p>2. OEOI and HCT will collaborate with HCT to complete a trend analysis of the awards system.</p>	<p>Yes</p>	<p>09/30/2020</p>					
<p>09/30/2020</p>	<p>3. Collaborate with DHS CRCL/OCHCO to review and develop best practices in recognition and awards policies and procedures and determine next steps.</p>	<p>Yes</p>						
<p>09/30/2018</p>	<p>1. OEOI and HCT will collaborate with HCT to monitor and review time off awards, cash awards and QSIs.</p>	<p>Yes</p>	<p>09/30/2019</p>					

Fiscal Year	Accomplishments
2018	<p>Modifications: The statement of the objective was modified. Planned activity 1 was modified to initiate an analysis of awards and activity 2 was modified to complete the analysis in order to build in time to accomplish the objectives. Planned activity 3 was added to integrate benchmarking into the analyses of recognition and awards.</p> <p>Planned Activity 1: An initial review of awards was done for this report. The USCIS Connect site was updated to provide more comprehensive information to all employees including information for managers on awards and recognition. For instance, the following were updated: the Quality Workplace Rewards and Recognition site, Quick Guide for Managers on Effective recognition Practices, Rewards and Recognition FAQs, and Tips from Supervisors to Supervisors on Motivating Employees. HCT convened a working group, including OEIOI, to revamp the Directors Awards program. A new Equal Employment Opportunity and Diversity Excellence Award category was proposed and accepted. The award recognizes an individual or a group that has demonstrated superior commitment to USCIS, furthering its goal to promote a diverse workforce and create a workplace culture of inclusion.</p>

<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>Trigger 1. Based on tables B7 and B9: There is lower than expected participation among new hires among persons with targeted disabilities in the 0301 and 0930 MCOs when compared with the qualified applicant pool and lower than expected representation of persons with targeted disabilities among employees promoted to MCOs 1801, 0301, 0343, and 1802.</p>							
<p>STATEMENT OF BARRIER GROUPS:</p>	<p><i>Barrier Group</i></p> <p>People with Targeted Disabilities</p>							
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>								
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>NA</p>							
<p>Objective</p>	<p>Examine the reason for the trigger and Increase workforce participation rates of PWD and PWTd in MCOs.</p> <table border="1" data-bbox="440 940 1495 1087"> <tr> <td data-bbox="440 940 646 993">Date Objective Initiated</td> <td data-bbox="646 940 1495 993">Oct 1, 2017</td> </tr> <tr> <td data-bbox="440 993 646 1087">Target Date For Completion Of Objective</td> <td data-bbox="646 993 1495 1087">Sep 30, 2018</td> </tr> </table>				Date Objective Initiated	Oct 1, 2017	Target Date For Completion Of Objective	Sep 30, 2018
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Target Date For Completion Of Objective	Sep 30, 2018							
<p>Responsible Officials</p>	<p>Holly Hadfield Aguilar Division Chief, Diversity Management Operations, OEOI Angelia Neal Chief, HR Policy and Performance Management, HCT Danyale Corradi Division Chief, Policy, Planning and Resources, OEOI</p>							
<p>Target Date (mm/dd/yyyy)</p>	<p>Planned Activities</p>	<p>Sufficient Staffing & Funding (Yes or No)</p>	<p>Modified Date (mm/dd/yyyy)</p>	<p>Completion Date (mm/dd/yyyy)</p>				
<p>09/30/2018</p>	<p>1. OEOI and HCT will partner to identify and implement strategies to increase recruitment of PWTd.</p>	<p>Yes</p>		<p>09/30/2018</p>				
<p>09/30/2018</p>	<p>2. Monitor applicant data of PWTd in major occupations to identify trends.</p>	<p>Yes</p>		<p>09/30/2018</p>				
<p>09/30/2018</p>	<p>3. Develop a Quick Reference Guide for Disability hiring for managers.</p>	<p>Yes</p>	<p>09/30/2019</p>					
<p>09/30/2019</p>	<p>4. Develop and conduct a pilot program to identify entry level and promotional opportunities for PWDs.</p>	<p>Yes</p>	<p>09/30/2019</p>					
<p>09/30/2018</p>	<p>5. OEOI will collaborate with HCT to develop the annual Coordinated Recruitment and Outreach Plan (CROP).</p>	<p>Yes</p>		<p>09/30/2018</p>				

Fiscal Year	Accomplishments
2018	<p>The statement of the trigger and objective was modified. In comparison with the qualified applicant pool, a trigger no longer exists for PWTd among new hires for the Management Program Analyst Mission Critical Occupation (0343). However, new triggers exist for PWTd among employees promoted to the 1801, 0301, 0343, and 1802 MCOs and for new hires and/or promotions to the higher grades and supervisory positions.</p> <p>Planned Activity 3: Conducted a baseline study of best practices from other federal agencies and created a project outline for submission to leadership for approval. HCT/ SPPC received approval to visit other DHS' Components to understand more about components' procedures, processes and policies.</p> <p>Planned Activity 4: Held meetings with several hiring offices including the Potomac Service Center (PSC) and the Vermont Service Center (VSC).</p> <p>Planned Activity 5: HCT in partnership with OEOI developed and submitted the Coordinated Recruitment and Outreach Plan (CROP) for FY19 to the Department (DHS). The plan supports a strategic and unified approach to recruit a diverse workforce while improving the performance and efficiency of USCIS operations. OEOI provided a race, ethnicity, and gender profile for FY18 and a mission critical position gap analysis was conducted to identify the groups with low representation rates in the 1801 series in order to focus recruiting and outreach. While the agency was required to focus only on the USCIS Mission Critical series 1801, further barrier analysis will be done on underrepresentation in non-mission critical positions including 0301, 0343, 1802, and 0930 in next year's report.</p>

<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>Trigger 2. Based on Table B14: A higher number of PWD and PWTD voluntarily and involuntarily separated from the agency than persons without disabilities/ targeted disabilities.</p>			
<p>STATEMENT OF BARRIER GROUPS:</p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p> <p>People with Targeted Disabilities</p>			
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>				
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>NA</p>			
<p>Objective</p>	<p>Examine the trigger to determine the reasons why PWD and PWTD are separating from the agency at higher rates than persons without disabilities /targeted disabilities.</p> <p>Date Objective Initiated Oct 1, 2017</p> <p>Target Date For Completion Of Objective Sep 30, 2018</p>			
<p>Responsible Officials Holly Hadfield Aguilar Division Chief, Diversity Management Operations, OEOI</p>				
<p>Target Date (mm/dd/yyyy)</p>	<p>Planned Activities</p>	<p>Sufficient Staffing & Funding (Yes or No)</p>	<p>Modified Date (mm/dd/yyyy)</p>	<p>Completion Date (mm/dd/yyyy)</p>
<p>09/30/2019</p>	<p>7. Update analysis of merit promotions for indications of barriers.</p>	<p>Yes</p>		
<p>09/30/2019</p>	<p>8. Analyze Climate survey results for retention data on PWD/ PWTD</p>	<p>Yes</p>		
<p>09/30/2018</p>	<p>1. OEOI and HCT will partner to identify and implement strategies to increase retention of PWD.</p>	<p>Yes</p>		<p>09/30/2018</p>
<p>09/30/2018</p>	<p>2. Monitor separation data of PWD to identify trends.</p>	<p>Yes</p>		<p>09/30/2018</p>
<p>09/30/2018</p>	<p>3. Monitor exit survey results for separation trends of PWD.</p>	<p>Yes</p>		<p>09/30/2018</p>
<p>09/30/2018</p>	<p>4. Review tracking of ERIG and disability in career development programs.</p>	<p>Yes</p>		<p>09/30/2018</p>
<p>09/30/2018</p>	<p>5. Conduct third bi-annual EEO Climate Survey.</p>	<p>Yes</p>		<p>09/30/2018</p>
<p>09/30/2019</p>	<p>6. Continue to partner with HCT, DHS and OPM to develop best practices to access and track AFD for internal promotions and career development.</p>	<p>Yes</p>		

Fiscal Year	Accomplishments
2018	<p>Modifications: Modified the trigger statement and objective to include a trigger for persons with targeted disabilities in involuntary and voluntary separations; added clarification to Planned Activity #4; added Planned Activity #8.</p> <p>Planned Activity 1: HCT and OEOI collaborated to work on several recruitment actions for PWD and PWTD as reported in this plan. See Part H, B. 3.a. and Part J, Section III A, above.</p> <p>Planned Activity 2 and 3: Separation data and exit survey data were collected and reviewed and results are reported in this plan.</p> <p>Planned Activity 4: OEOI worked with HCT Training and Career Development Division (TCDD) and established a new procedure to manually collect applicant data on programs to initiate tracking of demographic data by ERIG and disability. The data was reviewed, analyzed, and reported in this plan.</p> <p>Planned Activity 4 and 6: HCT is testing a Human Capital Business Systems (HCBS) end-to-end (E2E) solution by Monster Government Solutions which is intended to support all personnel action processing throughout an employee's lifecycle and interface with the National Finance Center (NFC) and the Office of Personnel Management (OPM) to allow HR Specialists to service all human capital functions including recruitment, assessment, selection, onboarding, awards. With this acquisition, USCIS plans to address limitations to the applicant flow identified above. (See additional detail in Part H, measures E.4.a.2. and E.4.a.4.)</p> <p>Planned Activity 7: HCT & OEOI are reviewing an outline of the Merit Promotion Program Review Plan which will take place in FY2019. HCT is establishing a review working group including a staffing team, data analysis team, training team, Labor and Employee Relations, and payroll team, who will contribute to the final plan.</p>

<p>STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER:</p> <p>Provide a brief narrative describing the condition at issue.</p> <p>How was the condition recognized as a potential barrier?</p>	<p>Trigger 3. Based on EEO complaint data, the percentage of PWD that alleged harassment and failure to provide a reasonable accommodation in formal EEO complaints filed is higher than the government-wide average of 18.05% and 12.50%, respectively.</p>							
<p>STATEMENT OF BARRIER GROUPS:</p>	<p><i>Barrier Group</i></p> <p>People with Disabilities</p>							
<p>BARRIER ANALYSIS:</p> <p>Provide a description of the steps taken and data analyzed to determine cause of the condition.</p>								
<p>STATEMENT OF IDENTIFIED BARRIER:</p> <p>Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.</p>	<p>NA</p>							
<p>Objective</p>	<p>Examine the trigger to determine the reason for the high occurrence of harassment complaints and complaints based on failure to provide a reasonable accommodation.</p> <table border="1" data-bbox="440 957 1513 1119"> <tr> <td data-bbox="440 957 649 1020">Date Objective Initiated</td> <td data-bbox="654 957 1513 1020">Oct 1, 2017</td> </tr> <tr> <td data-bbox="440 1026 649 1119">Target Date For Completion Of Objective</td> <td data-bbox="654 1026 1513 1119">Sep 30, 2019</td> </tr> </table>				Date Objective Initiated	Oct 1, 2017	Target Date For Completion Of Objective	Sep 30, 2019
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Target Date For Completion Of Objective	Sep 30, 2019							
<p>Responsible Officials</p>	<p>Holly Hadfield Aguilar Division Chief, Diversity Management Operations, OEOI</p> <p>Rebecca Arsenault-Herize Division Chief, Complaints Resolution, OEOI</p>							
<p>Target Date (mm/dd/yyyy)</p>	<p>Planned Activities</p>	<p>Sufficient Staffing & Funding (Yes or No)</p>	<p>Modified Date (mm/dd/yyyy)</p>	<p>Completion Date (mm/dd/yyyy)</p>				
<p>09/30/2018</p>	<p>5. Create and implement an Anti-Bullying initiative.</p>	<p>Yes</p>	<p>09/30/2019</p>					
<p>09/30/2018</p>	<p>1. Review and monitor harassment and reasonable accommodation complaints by PWD and identify trends.</p>	<p>Yes</p>	<p>09/30/2019</p>					
<p>03/31/2018</p>	<p>2. Issue a new EEO policy statement with strong language on anti-harassment.</p>	<p>Yes</p>		<p>01/19/2018</p>				
<p>09/30/2019</p>	<p>3. Review the reasonable accommodations process and identify opportunities for efficiencies.</p>	<p>Yes</p>						
<p>09/30/2018</p>	<p>4. Identify and implement ways to educate managers on prevention of harassment, discrimination, and reprisal.</p>	<p>Yes</p>		<p>09/11/2018</p>				

Fiscal Year	Accomplishments
2018	<p>Modification: The statement of the trigger has been modified to reflect a change in FY 2017 462 Report data on the government wide averages for harassment complaints and failure to accommodate complaints by PWD which changed from 14.23% to 18.05% and from 9.74% to 12.50%, respectively.</p> <p>Planned Activity 1: This activity is extended and will be ongoing in FY 2019.</p> <p>Planned Activity 2: The USCIS Director issued the USCIS Equal Employment Opportunity and Harassment Policy Statement on January 19, 2018 reaffirming the agency's commitment to equal employment opportunity and non-tolerance for discrimination, including workplace harassment.</p> <p>Planned Activity 3: In collaboration with ODP, OEOI initiated a review of the Reasonable Accommodation program in 2018 with a focus on process improvement, particularly in contracting services. The standard operating procedures (SOP) are in development and recommendations are pending. In addition, DHS CRCL began an agency wide overhaul of ACMS, the database that tracks accommodation requests, the enhancements are ultimately intended to build efficiencies into the system for tracking and reporting. These projects are ongoing.</p> <p>Planned Activity 4: This is an ongoing initiative. USCIS conducted two new Anti-harassment webinar lunch and learn sessions for employee and managers. The Anti-harassment lunch and learns reached over 200 USCIS employees and managers. USCIS was 99% compliant with the new DHS Anti-harassment training requirement in FY2018.</p> <p>Planned Activity 5: This is an ongoing initiative. Some research and benchmarking was done to baseline the initiative.</p>

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

Trigger 1: Planned Activity 3: Due to resources and staffing issues, this initiative completion date has been moved up to FY 2019. Planned Activity 4: PSC and VSC hiring managers were able to identify series and grades for entry level positions but FTEs were not available to be filled. Trigger 2: While the Activities were completed, they are ongoing. The government shutdown and furlough (December 22 to January 25, 2019) made a big impact on completing the planned activities, particularly on the key stakeholders of the Training and Career Development Division (TCDD) and payroll team. Due to multiple priorities including: processing back pay and preparing for retroactive pay increases, their involvement was more limited than expected. Trigger 3: Planned Activity 1: Monitoring is ongoing. Planned Activity 3: The expected completion date is the end of FY 2019. Planned Activity 4: Anti-harassment training needs to be more comprehensive and ongoing. USCIS needs to continue to find new and efficient ways to train all managers and evaluate the effectiveness of the training. Planned Activity 5: The Anti-bullying initiative is a novel and new initiative with few models within the federal government. More research, benchmarking and partnering with USCIS stakeholders will be needed than originally expected. Trigger 4: The government shutdown and furlough (December 22 to January 25, 2019) impacted key stakeholders of the Training and Career Development Division (TCDD) and payroll teams. Due to multiple priorities including: processing back pay and preparing for retroactive pay increases, their involvement was more limited than expected. Trigger 5: Planned Activities 1 and 2 need to continue to effectively monitor progress on the trigger. Trigger 6: This is a new trigger, however, unavailability of AFD by disability distribution to effectively analyze percentage of qualified applicants for career development opportunities, promotions, and new hires limits action as well as limited access to AFD using current systems.

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

Trigger 1: Planned Activity 3: Determined the scope of information needed to satisfy requests of support from the field. Planned Activity 4: Identified entry level positions conducive to PWDs/PWTDs and managers were trained in the process to use when FTE slots become available. Planned Activity 5: The CROP will be shared with each program office and hiring managers to assist with the development of FY 2019 hiring plan. Trigger 2: The agency manually tracked applicants and selectees for PWD and PWTD in limited career development programs for the first time enabling initial barrier analysis of these programs. This is ongoing; complete tracking of applicants will be done through Planned Activity #6. Trigger 3: Planned Activity 2: The policy was widely distributed by global email distribution and through USCIS Connect when it was issued. It is also distributed to new employees at onboarding

and has increased awareness for the agency commitment to a harassment-free workplace. Trigger 5: Planned Activity 2: The identification of the issues will enable HCT and OEOI to better provide direct support to managers, for example, by providing training to on the use of the Schedule A appointment authority and increasing management awareness on how to manage their excepted service employees. Planned Activity 3: The Schedule A eligibility spreadsheet obtained from DHS allowed USCIS to determine that it has some success in hiring Schedule A candidates given that it has the largest number of Schedule As onboard and eligible for conversion of all DHS components. However, the trigger for conversion still remains. With the new data, USCIS can move to the next stage of analysis to identify specific reasons for eligible Schedule A candidates not being converted within allowable time frames.

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.

Trigger 1: HCT will continue to collaborate with OEOI to analyze the hiring data and work directly with the hiring managers to understand the issues related to the underrepresentation of PWDs/PWTDs in the major occupations and develop an effective action plan. Trigger 2: Next steps will involve further analyses of promotions and career development programs in working groups with DHS, OPM, and EEOC. Trigger 3: Planned Activity 2: USCIS is drafting a new anti-harassment policy. Planned Activity 4 and 5: USCIS will continue researching, benchmarking and partnering with USCIS stakeholders to further develop the Anti-harassment training and Anti-bullying initiative. Trigger 4: See planned activity 2. OEOI and HCT are scheduled to initiate the first review and trend analysis of the time off awards, cash awards and QSIs in FY 2019. Results of the review of the awards system will enable the agency to identify next steps. Trigger 5: All Planned Activities: In FY 2019, HCT will continue to work with OEOI and DHS to implement a tracking procedure customized to USCIS, continue to monitor the use of the Schedule A appointment authority, and further investigate specific reasons for lack of conversion.