

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 Yes
- b. Cluster GS-11 to SES (PWD) Answer Yes

During FY 2021, the Transportation Security Administration's (TSA) participation rate for PWDs in the permanent workforce in the SV A-F pay band cluster was 4.48% and did not meet the 12% goal. This is a .31% increase from FY 2020. During FY 2021, TSA's participation rate for PWDs in the permanent workforce in the SV G-SES pay band cluster was 5.58% and did not meet the 12% goal. There was no difference in comparison to the FY 2020 data. It should be noted that when the permanent workforce minus the mission critical occupations (MCO) data is looked at for participation of PWDs, it jumps up to 10.43%, just shy of the 12% goal. Data was pulled from the TSA Alt Pay SV workflow data table.

*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 Yes
- b. Cluster GS-11 to SES (PWTD) Answer Yes

During FY 2021, TSA's participation rate for Person with Targeted Disabilities (PWTD) in the permanent workforce in the SV A-F pay band cluster was 0.68 and did not meet the 2% goal. When compared to the FY 2020 data, a 0.02% decrease was noted. During FY 2021 TSA's participation rate for PWTDs in the permanent workforce in the SV G-TSES pay band cluster was 1.14% and did not meet the 2% goal. A comparison with FY 2020 data indicated a 0.01% increase. It should be noted that when the permanent workforce minus the mission critical occupations (MCO) data is looked at for participation of PWTD, we exceed the 2% goal with 2.23%. Data was pulled from the TSA Alt Pay SV workflow data table.

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numerical Goal	--	12%		2%	
Grades GS-1 to GS-10	0	0	0.00	0	0.00
Grades GS-11 to SES	0	0	0.00	0	0.00

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

During FY 2021, the TSA Selective Placement Program (SPP) communicated the numerical PWD and PWTD hiring goals through emails, broadcast messages and PWD information sessions.

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

- 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

N/A

- 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	
Special Emphasis Program for PWD and PWTD	1	0	0	Annette Carr, Disability Program Manager, Civil Rights & Liberties, Ombudsman and Traveler Engagement, Annette.Carr@tsa.dhs.gov
Section 508 Compliance	1	0	0	Matt Byrne, TSA Section 508 Program Manager, Information Technology, Matthew.Byrne@tsa.dhs.gov
Processing applications from PWD and PWTD	1	0	0	Darrett Lomax, Selective Placement Program Coordinator, Human Capital, Darrett.Lomax@tsa.dhs.gov
Answering questions from the public about hiring authorities that take disability into account	2	0	0	Mark Escherich, Veterans Hiring Coordinator, Human Capital, Mark.Escherich@tsa.dhs.gov
Architectural Barriers Act Compliance	1	0	0	Oscar Martin, ABA POC, Real Estate Management, Oscar.martin@tsa.dhs.gov

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Processing reasonable accommodation requests from applicants and employees	3	0	0	

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

During FY 2021: The Disability Program Manager (DPM) attended virtual events that included the • 2020 Interagency Accessibility Forum, • 2021 CSUN International Assistive Technology Conference Virtual Exhibit Hall, • Bi-monthly Federal Exchange on Employment and Disability (FEED) meetings, • Monthly Interagency Disability Senior Leadership Networking Group Meeting, • Introduction and overview of the WRP database, and • The EEOC Barrier Analysis Course. The section 508 team participated in: • DHS Section 508 playbook training. • DHS Trusted Tester certification training. • DHS Accessibility Day. • Deque Axe Core (508 automation testing) knowledge transfer and training. • Creating Accessible PDF documents. All Reasonable Accommodation Program (RAP) staff participated in at least one or more of the below seven training opportunities. • Review Accessibility and Accommodation Implications for DHS Employee's with Disabilities during COVID-19 (1-hour). • Anticipate, Mitigate, (Rarely) Litigate (CorVel 1-hour webinar). • DHS CRCL - Disability Etiquette and Awareness Training (1.5-hours). • Dr. Eric Kaplan and COVID-19 Ready for work (CorVel 1-hour webinar). • Telework and Reasonable Accommodations for Employees with Disabilities – OPM. • Work-Life Mental Healthcare: Designing the right solutions for today's Millennials (1-hour). • DHS Accessibility Day. While training opportunities were limited for the Selective Placement Program in FY 2021 due to COVID and recruitment event schedules, one team member (Darrett Lomax) was able to attend the July Virginia Department for Aging and Rehabilitation Services (DARS) employment readiness workshop. The Veterans Hiring Program staff completed the annual Uniformed Service Employment and Reemployment Rights Act (USERRA) course and annual Veteran Employment training provided by DHS. Continued efforts will be made to identify appropriate virtual and in-person (as appropriate) training opportunities for staff to attend during FY 2022. Sources for training and presentations of up-to-date best practices will include EEOC’s courses and webinars, GSA’s bi-monthly meetings and annual Interagency Accessibility Forum, U.S. Access-Board and Job Accommodation Network (JAN) webinars, FEED, and other opportunities from across the Federal government and external community partners supporting the employment of people with disabilities. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 12,13,14,15,16,27, and 28

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 No

During FY 2021, the Reasonable Accommodation Program (RAP) had 1 vacancy, and anticipated the retirement of the Program Manager at the end of FY 2022 Quarter 1. The RAP is planning on backfilling both of these positions during FY 2022, and requesting additional staff to address increased numbers of RA requests.

Section III: Program Deficiencies In The Disability Program

Brief Description of Program Deficiency	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.		
Objective	To increase the total percentage of RA request being processed within the required timeframe.		
Target Date	Sep 30, 2022		
Completion Date			
Planned Activities	<u>Target Date</u>	<u>Completion Date</u>	<u>Planned Activity</u>
	Sep 30, 2022		Monitor cases using the RA database dashboard to determine matters impacting timely processing and address process improvement.
	Sep 30, 2022		Continue to focus on process improvement.
Accomplishments	<u>Fiscal Year</u>	<u>Accomplishment</u>	
	2021	The TSA Reasonable Accommodation Program office processed a total of 1972 requests for reasonable accommodation. This total consists of both applicants (1042) and employees (930). A total of 1890 cases were closed at the end of the fiscal year with 107 carryovers into FY22. In addition, the RA office manages the TSO job search program for medically disqualified TSOs. During the fiscal year, there were 128 requests with 13 TSO’s being successfully reassigned. These efforts enabled 13 individuals who had been medically disqualified to remain employed. The RA Program continued partnering with TSA offices to provide training and also participated in outreach and awareness activities.	
	2019	The TSA Reasonable Accommodation Program office processed a total of 1,555 requests for reasonable accommodation. This total consists of both applicants and employees. A total of 1,482 cases were closed at the end of the fiscal year with 73 carryovers into FY20. In addition, the RA office manages the TSO job search program for medically disqualified TSO’s. During the fiscal year, the number of successful reassignments increased with 16 successfully reassigned out of 87 cases processed. These efforts enabled 16 individuals who would have been otherwise separated from the Agency to remain employed. The RA Program continued to provide training to the workplace and partnered with TSA offices to provide training (web-based, virtual and on-site) and also participated in outreach and awareness activities.	
	2020	The TSA Reasonable Accommodation Program office processed a total of 1,119 requests for reasonable accommodation. This total consists of both Applicants and Employees. A total of 819 cases were closed at the end of the fiscal year with 300 carryovers into FY20. The total carryover is significant in that TSA, due to the impact of COVID-19, requires that Transportation Security Officers (TSO) performing screening operations wear the TSA-mandated personal protective equipment (PPE) to include mask and face shields. The RA office received in excess of 300 request in the month of September to “not wear” the mandated PPE for various reasons.” The RA Office is having to work through those requests. In addition, the RA office manages the TSO job search program for medically disqualified TSOs. During the fiscal year, there were 106 requests with 12 TSO’s being successfully reassigned. These efforts enabled 12 individuals who had been medically disqualified to remain employed. The RA Program continued to provide training to the workplace and partnered with TSA offices to provide training and also participated in outreach and awareness activities.	

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.

In FY 2021, TSA utilized a variety of recruitment sources to increase the number of qualified applicants with disabilities and applicants with targeted disabilities within TSA occupations. The following offices and organizations were utilized to conduct targeted recruitment for potential PWDs/PWTDs and Disabled Veterans applicants for TSA vacancies. • State Vocational Rehabilitation Offices; • Disability Support Organizations; • Veterans Administration Vocational Rehabilitation & Employment Offices; • DoD Transition Assistance Program (TAP); and • Workforce Recruitment Program (WRP) Database.

- 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

TSA utilizes their own hiring authorities to recruit and hire PWDs and PWTDs as follows: • HCM POLICY NO. 300-28, Hiring Individuals with Disabilities (Schedule A Equivalent): This policy applies to the recruitment and appointment of individuals with intellectual disabilities, severe physical disabilities, or psychiatric disabilities, directly to TSA positions that have been approved for the use of the non-competitive procedures. This policy does not apply to appointments made under the Transportation Security Executive Service (TSES). This appointing authority may not be used to fill positions with mandatory applicant assessment(s) and/or physical and medical requirements (e.g., Transportation Security Officer (TSO) and Federal Air Marshal (FAM) positions). • HCM POLICY NO. 337-2, Veterans’ Appointing Authority: This establishes the policy and procedures for a non-competitive hiring authority for veteran appointments within TSA. TSA “Jobs at TSA” website has webpages specifically for applicants with disabilities and Veterans. The sites contain information for eligible applicants and provides information for the agency’s point of contacts. In FY 2021 TSA participated in several virtual hiring events exclusively for qualified applicants who are eligible for appointment under the TSA Hiring Authority for PWD and Veterans Appointing Authority.

- 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.

The TSA Selective Placement Program Manager (SPPM) reviews the PWD/PWTD submitted documentation (Schedule A letter) to confirm they qualify for the TSA Hiring Authority for Individuals with Disabilities. All qualified individuals are then forwarded to the hiring official for full consideration for the position.

- 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 No

The Selective Placement Program reports that in FY 2021 due to the continued COVID-19 Pandemic, TSA was not able to train all hiring managers on using the hiring authorities that take disability into account. However, TSA’s SPPM did conduct three (3) virtual information sessions on recruiting and hiring PWD/PWTD to hiring managers which included information on TSA’s non-competitive hiring authorities for veterans and persons with disabilities. In FY 2022, TSA will continue providing information sessions on PWD/PWTD to hiring officials and Resource Management Offices (RMO) who assist hiring managers with staffing efforts. TSA will also look for ways to utilize new manager training to introduce information on non-competitive hiring authorities for veterans and persons with disabilities. The DPM will collaborate with SPPM to conduct at least two (2) training sessions during FY 2022 for hiring managers on using TSA’s non-competitive hiring authority.

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.

In FY 2021, TSA continued to work with State Vocational Rehabilitation Offices and Disability Support Organizations by providing them with information on TSA’s Mission Critical Occupations and hiring process for PWD/PWTD. TSA also participated in 65 virtual career fairs that focused on PWD, disabled veterans and veterans. In FY 2022, TSA’s SPPM will continue to conduct information sessions with Washington, D.C., Maryland, and Virginia vocational rehabilitation offices and strengthen established relationships with colleges/universities that have large populations of students with disabilities. HC will continue to send out bi-weekly broadcast emails to vocational rehabilitation offices, military installations, universities, and disability organizations with a list of current TSA vacancies and information on how to apply through our non-competitive hiring authorities.

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 Yes
- b. New Hires for Permanent Workforce (PWTD) Answer Yes

During FY 2021 the percentage of PWD new hires was 7.88%. Although this is a 1.20% increase from FY 2020, it fell below the 12% goal. During FY 2021 the percentage of PWTD new hires was 0.83%. Although this is a 0.05% increase from FY 2020, it fell below the 2% goal. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 05, 17, and 18

New Hires	Total (#)	Reportable Disability		Targeted Disability	
		Permanent Workforce (%)	Temporary Workforce (%)	Permanent Workforce (%)	Temporary Workforce (%)
% of Total Applicants	0				
% of Qualified Applicants	0				
% of New Hires	0				

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 N/A
- b. New Hires for MCO (PWTD) Answer N/A

The Selective Placement Program reported that in April 2021, TSA HC went through a major system change that included replacing the prior Integrated Data Warehouse (IDW) that had been used during the prior 12 years to consolidate and capture this information in an organized manner to comply with the MD-715 reporting template. As a result of this transition to a new system, the needed data was unable to be compiled from the new system. System change tickets have been created to address these reporting deficiencies in the new system for future data calls, but those tickets will not be addressed in the near future. In FY 2022, TSA will look for recruiting opportunities that target particular skill sets needed in MCO positions that do not require medical certification. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 22 and 32 Refer to Data Table 1A for details about this information. For reference purposes, FY 2020 data has been included below in Data Table 1B. Data Table 1B: FY 2020 MCO new hire data. MCO Total Selection PWD Selection # PWD Selection % PWTD Selection # PWTD Selection % 1801 72 5 6.94% 5 6.94% 1802 3810 19 0.50% 19 0.50% 1811 6 0 0.00% 0 0.00% 2210 45 1 2.22% 1 2.22%

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability	Targetable Disability
		New Hires (%)	New Hires (%)
Numerical Goal	--	12%	2%

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

The FY 2021 data for qualified internal applicants for MCO was above the 12% benchmark for PWD with 12.91%, and above the 2% for PWTD with 5.70%. When the data is broken out for each of the four MCO job series, we find that both the 1801 and 2210 job series are well above the 12% and 2% goals. The 1802 and 1811 fall below the percentage goals. Failure to meet these goals is not unexpected as the 1802 and 1811 job series require the employee to be able to obtain medical certification. Refer to Data Tables 2A and 2B for details. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 03, 04, 05, 06, and 19 Data pulled from TSA B9P workflow data table. Data Table 2A: FY 2021 MCO qualified internal applicant data. MCO Total # PWD # PWD % PWTD # PWTD % 1801 927 216 23.30% 108 11.65% 1802 1678 106 6.32% 29 1.73% 1811 33 0 0.00% 0 0.00% 2210 80 29 36.25% 18 22.50% Totals 2718 351 12.91% 155 5.70% Data Table 2B: FY 2020 MCO qualified internal applicant data. MCO Total # PWD # PWD % PWTD # PWTD % 1801 5102 112 2.20% 39 0.76% 1802 7278 110 1.51% 59 0.81% 1811 47 0 0.00% 0 0.00% 2210 85 4 4.71% 0 0.00%

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

While 9.32% of promotions in MCO during FY 2021 were filled by PWD and were also significantly higher than in the past, it did not reach the benchmark of 12%. It should be noted that within the 1801 and 2210 job series, the percentage of promotions filled by PWD were well above the 12% benchmark at 21.15% and 25% respectively. Promotions of PWTD in MCO during FY 2021 was above the 2% benchmark at 3.11%. This is greater than FY 2020 and earlier. This is due to a significant increase in promotions of PWTD in the 1801 job series to 11.54%. The remaining three MCO job series continue to fall below the 2% goal. Data Table 3A and 3B breaks out the data mentioned above. Data was pulled from the TSA B9P workflow data table. Data Table 3A: FY 2021 MCO employee promotions data. MCO Total # PWD # PWD % PWTD # PWTD % 1801 52 11 21.15% 6 11.54% 1802 294 21 7.14% 5 1.70% 1811 4 0 0.00% 0 0.00% 2210 4 1 25.00% 0 0.00% Total 354 33 9.32% 11 3.11% Data Table 3B: MCO employee promotions FY-2020 data. MCO PWD PWTD 1801 0.33% 0.33% 1802 0.39% 0.39% 1811 0.00% 0.00% 2210 0.00% 0.00%

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.

The Selective Placement Program and Veterans Hiring Program reports that in FY 2021, TSA utilized the following methods to promote activities that support PWD and PWTD. • Issuing weekly and monthly announcements regarding hiring PWDs, with information about reasonable accommodations assistance and the importance of self-disclosure • Hosting brown bag sessions on a variety of disability-related topics • Using internal websites to provide information to employees with disabilities • Speaking to TSA program offices to promote agency programs • Working with Training & Development (T&D) to ensure all training courses are reflective of disability employment information and opportunities. The TSA Section 508 Accessibility Support Services Program continues to work with T&D to ensure all online training modules are accessible for employees with disabilities.

B. CAREER DEVELOPMENT OPPORTUNITIES

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

Training & Development (T&D) has development programs to equip all employees with the knowledge, skills, and abilities to succeed in their current and future positions. TSA’s educational programs are provided to employees to advance their education and skills. Individuals who meet the eligibility criteria of these programs can elect whether or not they would like to apply. • TSA Associates Program – TSA provides the workforce the opportunity to earn a Certificate of Achievement in Homeland Security by taking three online courses: Introduction to Homeland Security, Intelligence Analysis and Security Management, and Transportation and Border Security. The program is available to all TSA employees through an online partnership with Des Moines Area Community College. The T&D point of contact is Hans Harris (Hans.Harris@tsa.dhs.gov) • Leadership Education Program – Several educational opportunities are available to eligible TSA employees through various DHS-sponsored executive leadership and degree programs, to include the Naval Postgraduate School’s Center for Homeland Defense and Security, the Department of Defense Senior Service Schools, and the President’s Management Council. The T&D point of contact is Hans Harris (Hans.Harris@tsa.dhs.gov) • College Credit for Work Life Experience. Training: These courses focus on day-to-day behavioral leadership and supervisory skills critical to becoming a successful leader within TSA. Many of these courses are a requirement for new supervisors. • A Day in the Life of a TSA Supervisor. • Working through Strategic Change. • Real Time Leadership Skills. • TSA Leadership Institute. Point of contact Suzanne Cryan (Suzanne.Cryan@tsa.dhs.gov) • Fundamentals of Leadership is required 40-hour training for newly promoted first-level, first-time federal supervisors. Point of contact Patrese Cofield (Patrese.Cofield@tsa.dhs.gov) • Essentials of Managing Security Operations • Essentials of Directing Security Operations – pilot in March 2020 Development: These programs give participants a higher level of preparedness for future career positions in homeland security. Individual employees who meet the eligibility criteria of these programs can elect whether or not they would like to apply. Point of contact Scott Register (scott.register@tsa.dhs.gov) • Rising Leaders Development Program Point of contact Greg Sims (Gregory.Sims@tsa.dhs.gov) • Mid-Level Leadership Development Program Point of contact Holly Jones-Woodley (Holly.Jones-Woodley@tsa.dhs.gov) • DHS Senior Executive Service Candidate Development Program (SES CDP) – not sponsored by TSA. The DHS SES CDP prepares high-performing GS-14/15 (or equivalent) individuals for positions in the Department’s Senior Executive Service through an intensive 12-18-month leadership development program. Point of contact Vickie Hartless (Vickie.I.Hartless@tsa.dhs.gov) • Skills Enhancement Series - The Skills Enhancement Series provides weekly job aids identifying publically-available training materials that align with vital competencies for TSA employees. Point of Contact Raymond Alston (Raymond.Alston@tsa.dhs.gov) • Leadership Lessons Webinar Series (LLWS) – The LLWS invests in leaders at every level by providing opportunities to build leadership skills, develop competencies, and network with colleagues. These 90-minute webinars are conducted virtually through WebEx and cover leadership topics such as Working with Conflict, Managing Rapid Change and Uncertainty, Maintaining Work-Life Balance, and Building Engaging Teams. The point of contact is Tasha Woody (Tasha.woody@tsa.dhs.gov). • DHS Leadership Bridges Program – not sponsored by TSA. The program is designed to develop leadership skills for high-potential leaders at the G-I band level (GS-11 to 14 equivalent) before they serve in a first-line supervisory role. Point of contact Sergio Nunez (sergio.nunez@tsa.dhs.gov). • Government Reimbursement for Academic Degrees (GRAD) Program - GRAD is a tuition reimbursement program that invests in Transportation Security Administration (TSA) employees. Tuition reimbursement may be granted to eligible employees for coursework that is requested and deemed eligible before a class begins. If all requirements are met, employees may be reimbursed up to \$5,000 of tuition expenses within a calendar year. Point of contact Nathalie Williams (Nathalie.williams@tsa.dhs.gov).

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 (%)
Internship Programs	N/A	N/A	N/A	N/A	N/A	N/A

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Fellowship Programs	N/A	N/A	N/A	N/A	N/A	N/A
Mentoring Programs	N/A	N/A	N/A	N/A	N/A	N/A
Other Career Development Programs	N/A	N/A	N/A	N/A	N/A	N/A
Training Programs	N/A	N/A	N/A	N/A	N/A	N/A
Detail Programs	N/A	N/A	N/A	N/A	N/A	N/A
Coaching Programs	N/A	N/A	N/A	N/A	N/A	N/A

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 N/A
- b. Selections (PWD) Answer N/A

Training and Development (T&D) has not conducted an analysis of the composition of the workforce with disabilities that participates in leadership development programs. In FY 2022, T&D will work with Civil Rights & Liberties, Ombudsman and Traveler Engagement (CRL/OTE) to determine if gathering this data is possible. During a recent inquiry, Human Capital did not have the capability to provide disability data for TSA employees.

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 N/A
- b. Selections (PWTD) Answer N/A

Training and Development (T&D) has not conducted an analysis of the composition of the workforce with disabilities that participates in leadership development programs. In FY 2022, T&D will work with CRL/OTE to determine if gathering this data is possible. During a recent inquiry, Human Capital did not have the capability to provide disability data for TSA employees.

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

The overall award data for FY 2021 indicates that PWD received awards at a lower rate than those without disabilities, while PWTD were provided awards at a higher rate than those without disabilities. A slightly different story is told when you break out the data between time-off awards and cash awards. Based on the inclusion rate, PWD and PWTD received time off awards at a higher rate than those without disabilities. Cash awards for PWD and PWTD was the opposite as these groups received cash awards at a lower rate than those without disabilities. It should be noted that the numbers used for each population does not take into account people who have received more than one award within a category. This data reflects how many awards were given out, and

not how many different people received the award. Associated FY 2022 planned activity as described in Section VII: Subsection B – Activity # 10 Refer to Data Table 4 for a breakdown of this data. Data pulled from TSA B13 workflow data table. Data Table 4: FY 2021 Award data. AWARD TYPE No Disability Permanent Workforce # No Disability Permanent Workforce Inclusion Rate PWD # PWD Inclusion Rate PWTD # PWTD Inclusion Rate Time Off 24516 51.31% 1639 55.81% 328 65.73% Cash 63344 132.59% 3646 124.14% 601 120.44% Total Award 87860 183.91% 5285 179.94% 929 186.17%

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 hours: Awards Given	22559	35.89	35.58	38.88	35.27
Time-Off Awards 1 - 10 Hours: Total Hours	143981	237.52	227.64	255.31	233.88
Time-Off Awards 1 - 10 Hours: Average Hours	6.38	0.23	0.01	1.32	0.00
Time-Off Awards 11 - 20 hours: Awards Given	5675	11.20	9.11	14.43	10.54
Time-Off Awards 11 - 20 Hours: Total Hours	88011	176.88	142.54	225.65	166.90
Time-Off Awards 11 - 20 Hours: Average Hours	15.51	0.54	0.03	3.13	0.01
Time-Off Awards 21 - 30 hours: Awards Given	2686	6.33	4.55	9.42	5.70
Time-Off Awards 21 - 30 Hours: Total Hours	64752	152.54	109.69	227.25	137.24
Time-Off Awards 21 - 30 Hours: Average Hours	24.11	0.82	0.05	4.84	0.00
Time-Off Awards 31 - 40 hours: Awards Given	1212	2.38	2.08	3.01	2.26
Time-Off Awards 31 - 40 Hours: Total Hours	45435	89.07	78.18	112.22	84.33
Time-Off Awards 31 - 40 Hours: Average Hours	37.49	1.27	0.08	7.48	0.00
Time-Off Awards 41 or more Hours: Awards Given	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Total Hours	0	0.00	0.00	0.00	0.00
Time-Off Awards 41 or more Hours: Average Hours	0	0.00	0.00	0.00	0.00

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$501 - \$999: Awards Given	1167	1.23	2.01	0.60	1.35
Cash Awards: \$501 - \$999: Total Amount	863650.58	8950.74	1489.86	391.58	10702.59
Cash Awards: \$501 - \$999: Average Amount	740.06	248.63	1.55	130.53	272.80
Cash Awards: \$1000 - \$1999: Awards Given	1206	1.91	2.05	2.20	1.85
Cash Awards: \$1000 - \$1999: Total Amount	1336068.32	2156.55	2269.40	2511.10	2083.98
Cash Awards: \$1000 - \$1999: Average Amount	1107.85	38.51	2.32	228.28	-0.33
Cash Awards: \$2000 - \$2999: Awards Given	250	0.17	0.46	0.00	0.21
Cash Awards: \$2000 - \$2999: Total Amount	513738	340.48	938.71	0.00	410.17

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$2000 - \$2999: Average Amount	2054.95	68.10	4.31	0.00	82.03
Cash Awards: \$3000 - \$3999: Awards Given	21	0.07	0.03	0.00	0.08
Cash Awards: \$3000 - \$3999: Total Amount	65549	221.31	104.77	0.00	266.61
Cash Awards: \$3000 - \$3999: Average Amount	3121.38	110.66	6.55	0.00	133.31
Cash Awards: \$4000 - \$4999: Awards Given	14	0.00	0.03	0.00	0.00
Cash Awards: \$4000 - \$4999: Total Amount	60500	0.00	126.65	0.00	0.00
Cash Awards: \$4000 - \$4999: Average Amount	4321.43	0.00	9.05	0.00	0.00
Cash Awards: \$5000 or more: Awards Given	1	0.00	0.00	0.00	0.00
Cash Awards: \$5000 or more: Total Amount	5000	0.00	10.47	0.00	0.00
Cash Awards: \$5000 or more: Average Amount	5000	0.00	10.47	0.00	0.00

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 No

b. Pay Increases (PWTD) Answer No

TSA does not use quality step increases within the SV band pay scale so data is not available for this benchmark.

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Total Performance Based Pay Increases Awarded	66524	100.03	106.78	0.00	120.51

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

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 No

ii. Internal Selections (PWD)	Answer	Yes
b. Grade GS-15		
i. Qualified Internal Applicants (PWD)	Answer	Yes
ii. Internal Selections (PWD)	Answer	N/A
c. Grade GS-14		
i. Qualified Internal Applicants (PWD)	Answer	No
ii. Internal Selections (PWD)	Answer	Yes
d. Grade GS-13		
i. Qualified Internal Applicants (PWD)	Answer	No
ii. Internal Selections (PWD)	Answer	Yes

When looking at the qualified pool of PWD applicants, SES, GS-14 and GS-13 equivalent positions were above the 12% goal. This is a significant increase from FY 2020. When looking at the data for the GS-15 equivalent level positions, it is not unexpected that there were no qualified PWD candidates since there was only one (1) person in the qualified pool. This is a decrease from FY 2020. There were no PWD candidates selected for SES level positions, and is consistent with FY 2020 data. Both the GS-14 and GS-13 equivalent level positions were above the 12% goal for selected qualified PWD candidates. This is a significant increase over FY 2020. The percentage of selected PWD candidates was higher than the percentage of PWD in the pool of qualified candidates. This was not the case for the GS-13 equivalent positions as the percentage of selected candidates was significantly lower than the qualified pool of PWD candidates. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 03, 04, 05, 06, and 19 Refer to Data Table 5A and 5B for a breakdown of this information. Data pulled from TSA B11 workflow data Table. Data Table 5A: FY 2021 PWD qualified internal applicants/selectees for promotions to senior grade level positions. Senior Grade Level Qual. Internal Applicants Total # Qual. Internal Applicants (PWD) # Qual. Internal Applicants (PWD) % Internal Selections Total # Internal Selections (PWD) #Internal Selections (PWD) % SES 28 6 21.43% 0 0 0.00% Grade GS-15 1 0 0.00% 0 0 0.00% Grade GS-14 197 50 25.38% 6 1 16.67% Grade GS-13 1083 343 31.67% 71 11 15.49% Data Table 5B: PWD qualified internal applicants/selectees for promotions to senior grade level positions. SENIOR GRADE LEVEL QUALIFIED INTERNAL APPLICANTS (PWD) INTERNAL SELECTIONS (PWD) SES 2.92% 0.00% Grade GS-15 5.00% 0% Grade GS-14 3.38% 0% Grade GS-13 4.88% 0.93%

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	No
ii. Internal Selections (PWTD)	Answer	Yes
b. Grade GS-15		
i. Qualified Internal Applicants (PWTD)	Answer	Yes
ii. Internal Selections (PWTD)	Answer	N/A
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

When looking at the qualified pool of PWTD applicants, SES, GS-14 and GS-13 equivalent positions were above 2%. This is a significant increase from FY 2020. When looking at the data for the GS-15 equivalent, it is not unexpected that there were no qualified PWTD candidates since there was only one (1) person in the qualified pool. This is a decrease from FY 2020. At the SES and GS-14 equivalent levels there were no PWTD candidates selected for these positions, rendering them below the 2% goal, and is consistent with FY 2020 data. At the GS-13 equivalent level, 4.23% of selected candidates were PWTD and was more than twice the 2% goal. The percentage of PWTD selected candidates was significantly lower than the percentage of candidates in the pool of qualified PWTD. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 03, 04, 05, 06, and 19 Refer to Data Table 6A and 6B for a breakdown of this information. Data pulled from TSA B11 workflow data Table . Data Table 6A: FY 2021 PWTD qualified internal applicants/selectees for promotions to senior grade level positions. Senior Grade Level Qualified Internal Total Qualified Internal Applicants (PWTD) # Qualified Internal Applicants (PWTD) % Internal Selections Total # Internal Selections (PWTD) # Internal Selections (PWTD) % SES 28 1 3.57% 0 0 0.00% Grade GS-15 1 0 0.00% 0 0 0.00% Grade GS-14 197 27 13.71% 6 0 0.00% Grade GS-13 1083 157 14.50% 71 3 4.23% Data Table 6B: FY 2020 PWTD qualified internal applicants/selectees for promotions to senior grade level positions. Senior Grade Level Qualified Internal Total Qualified Internal Applicants (PWTD) # Qualified Internal Applicants (PWTD) % Internal Selections Total # Internal Selections (PWTD) # Internal Selections (PWTD) % SES 240 7 2.92% 0 0 0.00% Grade GS-15 20 1 5.00% 1 0 0.00% Grade GS-14 1006 14 1.39% 52 0 0.00% Grade GS-13 3076 45 1.46% 323 3 0.93%

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 Yes
- b. New Hires to GS-15 (PWD) Answer N/A
- c. New Hires to GS-14 (PWD) Answer Yes
- d. New Hires to GS-13 (PWD) Answer No

A trigger exists for SES, and GS-14 equivalent positions for PWD new hires as no PWD were hired. This is consistent with FY 2020. A total of 30% of new hires at the GS-13 equivalent were PWD. This is significantly higher than the 12% goal, and is an increase from FY 2020. There were no candidates for the GS-15 equivalent, so no analysis can be performed. This is a decrease from FY 2020. When looking at the qualified pool of PWD external applicants, only the SES pool of qualified PWD candidates was above 12%. This is a significant increase from FY 2020. The GS-14 and GS-13 equivalent positions for the qualified pool of PWD fell below 12%, and is consistent with FY 2020 data. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 04, 05, and 19 Refer to Data Table 7A and 7B for a breakdown of this information. Data pulled from TSA B15 workflow data Table . Data Table 7A: FY 2021 PWD new hires to senior grade level positions. Senior Grade Level Qualified External Total Qualified External Applicants (PWD) # Qualified External Applicants (PWD) % External Selections Total # External Selections (PWD) # External Selections (PWD) % SES 31 9 29.03% 4 0 0.00% Grade GS-15 0 0 0% 0 0 0.00% Grade GS-14 31 3 9.68% 0 0 0.00% Grade GS-13 501 56 11.18% 10 3 30.00% Data Table 7B: FY 2020 PWD new hires to senior grade level positions. Senior Grade Level Qualified External Total Qualified External Applicants (PWD) # Qualified External Applicants (PWD) % External Selections Total # External Selections (PWD) # External Selections (PWD) % SES 331 15 4.53% 6 0 0.00% Grade GS-15 68 8 11.76% 2 0 0.00% Grade GS-14 644 47 7.30% 14 0 0.00% Grade GS-13 3667 330 9% 169 2 1.18%

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 Yes

b. New Hires to GS-15 (PWTD)	Answer	N/A
c. New Hires to GS-14 (PWTD)	Answer	Yes
d. New Hires to GS-13 (PWTD)	Answer	No

There were no PWTD new hires at the SES and GS-14 equivalent levels. This is consistent with FY 2020. There were no candidates at the GS-15 equivalent level, so an analysis could not be performed. This is a decrease from FY 2020. A total of 20% of new hires at the GS-13 equivalent level were PWTD. This is significantly higher than the 2% goal, and is an increase from FY 2020. When looking at the qualified pool of PWTD external applicants, the SES, GS-14 and GS-13 equivalent pool of qualified PWTD candidates were above 2%. This is consistent with FY 2020. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 04, 05, and 19 Refer to Data Table 8A and 8B for a breakdown of this information. Data pulled from TSA B15 workflow data Table . Data Table 8A: FY 2021 PWTD new hires to senior grade level positions. Senior Grade Level Qualified External Total Qualified External Applicants (PWTD) # Qualified External Applicants (PWTD) % External Selections Total # External Selections (PWTD) # External Selections (PWTD) % SES 31 6 19.35% 4 0 0.00% Grade GS-15 0 0 0% 0 0 0.00% Grade GS-14 31 1 3.23% 0 0 0.00% Grade GS-13 501 22 4.39% 10 2 20.00% Data Table 8B: FY 2020 PWTD new hires to senior grade level positions. Senior Grade Level Qualified External Total Qualified External Applicants (PWTD) # Qualified External Applicants (PWTD) % External Selections Total # External Selections (PWTD) # External Selections (PWTD) % SES 331 11 3.32% 6 0 0.00% Grade GS-15 68 5 7.35% 2 0 0.00% Grade GS-14 644 30 4.66% 14 0 0.00% Grade GS-13 3667 166 4.53% 169 2 1.18%

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	No
ii. Internal Selections (PWD)	Answer	Yes

b. Managers

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

c. Supervisors

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

At all three levels of supervisory positions, the qualified pool of PWD applicants was above the 12% goal. This is a significant increase from FY 2020. At all three levels of supervisory positions, the percentage of PWD selected candidates was below the percentage of the qualified PWD pool. It should be noted that for supervisors, the percentage of selected PWD was only .93% below the qualified pool of PWD candidates and could justify saying that no trigger exists. It should also be pointed out that the percentage of selected candidates at this level was significantly above FY 2020. Refer to Data Tables 9A and 9B for a breakdown of this information. Data pulled from TSA B19 workflow data table. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 03, 04, 05, 06, and 19 Data Table 9A: FY 2021 PWD qualified internal applicants/selectees for promotions to supervisory positions. Supervisory Position Qualified Internal Total Qualified Internal Applicants (PWD) # Qualified Internal Applicants (PWD) % Internal Selections Total # Internal Selections (PWD) # Internal Selections (PWD) % Executives 41 8 19.51% 0 0 0.00% Managers 171 35 20.47% 10 1 10.00% Supervisors 595 93 15.63% 60 9 15.00% Data Table 9B: FY 2020 PWD qualified internal applicants/selectees for promotions to supervisory positions. Supervisory Position Qualified Internal Total Qualified Internal Applicants (PWD) # Qualified Internal Applicants (PWD) % Internal Selections Total # Internal Selections (PWD) # Internal Selections (PWD) % Executives 240 10 4.17% 0 0 0.00% Managers 735 24 3.27% 49 0 0.00% Supervisors 3851

63 1.64% 123 2 1.63%

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 No
- ii. Internal Selections (PWTB) Answer Yes

b. Managers

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

c. Supervisors

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

At all three levels of supervisory positions, the qualified pool of PWTB applicants was above the 2% goal. This is a significant increase from FY 2020, when only the qualified pool of PWTB applicants for managers was slightly above the 2% goal. At the Executive and manager levels of supervisory positions, there were no PWTB candidates selected for these positions, which was consistent with FY 2020. For supervisors, the percentage of selected PWTB candidates was significantly higher than the percentage of the qualified pool of PWTB candidates. This is also a significant increase from FY 2020. Refer to Data Tables 10A and 10B for a breakdown of this information. Data pulled from TSA B19 workflow data table. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 03, 04, 05, 06, and 19 Data Table 10A: FY 2021 PWTB qualified internal applicants/ selectees for promotions to supervisory positions. Supervisory Position Qualified Internal Total Qualified Internal Applicants (PWTB) # Qualified Internal Applicants (PWTB) % Internal Selections Total # Internal Selections (PWTB) # Internal Selections (PWTB) % Executives 41 3 7.32% 0 0 0.00% Managers 171 15 8.77% 10 0 0.00% Supervisors 595 36 6.05% 60 5 8.33% Data Table 10B: FY 2020 PWTB qualified internal applicants/selectees for promotions to supervisory positions. Supervisory Position Qualified Internal Total Qualified Internal Applicants (PWTB) # Qualified Internal Applicants (PWTB) % Internal Selections Total # Internal Selections (PWTB) # Internal Selections (PWTB) % Executives 240 7 2.92% 0 0 0.00% Managers 735 13 1.77% 49 0 0.00% Supervisors 3851 26 0.68% 123 2 1.63%

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 Yes
- b. New Hires for Managers (PWD) Answer Yes
- c. New Hires for Supervisors (PWD) Answer No

There were no PWD candidates selected for Executive and manager level positions. This is consistent with FY 2020. For supervisors, the percentage of new hire PWD was significantly higher than the percentage of the qualified pool of PWD candidates. This is also a significant increase from FY 2020. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 04, 05, and 19 Refer to Data Tables 11A and 11B for a breakdown of this information. Data pulled from TSA B18 workflow data table. Data Table 11A: FY 2021 PWD new hires to supervisory positions. Supervisory Position Qualified External Total Qualified External Applicants (PWD) # Qualified External Applicants (PWD) % External Selections Total # External

Selections (PWD) # External Selections (PWD) % Executives 43 10 23.26% 4 0 0.00% Managers 61 6 9.84% 0 0 0.00% Supervisors 135 17 12.59% 6 3 50.00% Data Table 11B: FY 2020 PWD new hires to supervisory positions. Supervisory Position Qualified External Total Qualified External Applicants (PWD) # Qualified External Applicants (PWD) % External Selections Total # External Selections (PWD) # External Selections (PWD) % Executives 331 15 4.53% 6 0 0.00% Managers 682 54 7.92% 9 0 0.00% Supervisors 348 30 8.62% 11 0 0.00%

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 Yes
- b. New Hires for Managers (PWTB) Answer Yes
- c. New Hires for Supervisors (PWTB) Answer No

There were no PWTB candidates selected for Executive and manager level positions. This is consistent with FY 2020. For supervisors, the percentage of PWTB new hires was significantly higher than the percentage of the qualified pool of PWTB candidates. This is a significant increase from FY 2020. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 04, 05, and 19 Refer to Data Tables 12A and 12B for a breakdown of this information. Data pulled from TSA B18 workflow data table. Data Table 12A: FY 2021 PWTB new hires to supervisory positions. Supervisory Position Qualified External Total Qualified External Applicants (PWTB) # Qualified External Applicants (PWTB) % External Selections Total # External Selections (PWTB) # External Selections (PWTB) % Executives 43 7 16.28% 4 0 0.00% Managers 61 3 4.92% 0 0 0.00% Supervisors 135 4 2.96% 6 1 16.67% Data Table 12B: FY 2020 PWTB new hires to supervisory positions. Supervisory Position Qualified External Total Qualified External Applicants (PWTB) # Qualified External Applicants (PWTB) % External Selections Total # External Selections (PWTB) # External Selections (PWTB) % Executives 331 11 3.32% 6 0 0.00% Managers 682 34 4.99% 9 0 0.00% Supervisors 348 17 4.89% 11 0 0.00%

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 N/A

TSA’s DPM, DHS and TSA HC are working together to figure out why this data is not being included in reports pulled from NFC. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 07

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

Both the voluntary and involuntary separation rate of PWD exceeded that of the overall pool of employees who left TSA during FY

2021. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 11, 23, and 24 Refer to Data Table 13 for details. Data pulled from TSA B16 workflow data table. Data Table 13: FY 2021 voluntary and involuntary separation of PWD. Separations No Disability Permanent Workforce # No Disability Permanent Workforce Inclusion Rate PWD # PWD Inclusion Rate Voluntary 3659 7.65% 330 11.23% Involuntary 1268 2.65% 96 3.26% Total # 4927 10.31% 426 14.50%

Separations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	5	0.00	0.01
Permanent Workforce: Removal	255	0.48	0.41
Permanent Workforce: Resignation	3769	7.96	6.06
Permanent Workforce: Retirement	1095	3.26	1.71
Permanent Workforce: Other Separations	1476	2.79	2.39
Permanent Workforce: Total Separations	6600	14.48	10.58

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 No

In FY 2021, the data shows that PWTD are overall leaving the agency at a higher rate than those with no disability. PWTD who voluntarily leave the agency are doing so at a higher rate than those without disabilities. The rate at which PWTD are involuntarily leaving the agency is just slightly lower than the overall involuntary separation rate. Refer to Data Table 14 for details. Data pulled from TSA B16 workflow data table. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 11 and 24 Data Table 14: FY 2021 voluntary and involuntary separation of PWTD. Separations No Disability Permanent Workforce # No Disability Permanent Workforce Inclusion Rate PWTD # PWTD Inclusion Rate Voluntary 3659 7.65% 58 11.62% Involuntary 1268 2.65% 10 2.00% Total # 4927 10.31% 68 13.62%

Separations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce: Reduction in Force	5	0.00	0.01
Permanent Workforce: Removal	255	0.60	0.41
Permanent Workforce: Resignation	3769	6.41	6.15
Permanent Workforce: Retirement	1095	5.21	1.76
Permanent Workforce: Other Separations	1476	1.40	2.42
Permanent Workforce: Total Separations	6600	13.63	10.74

4. 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.

During FY 2021, Human Capital (HC) transitioned to a new Exit Survey system. Survey invitations are sent to departing employees through the ServeU system. They are directed to a link where they can complete the questions via SurveyMonkey. In addition to a number of functional changes, new questions were added and some existing questions were modified to collect data associated to disability-related matters. Documentation of these changes is included in Appendix B of this report. Since the launch of the new system in May 2021, glitches were worked out, and in quarter 4 an increase in user submissions was observed. September 2021 yielded 147 responses. An analysis of the disability-related data indicated that 6.80% of those surveyed identified with having a disability, another 3.40% declined to disclose whether they had a disability, 59.18% said they did not have a disability, and 30.61% did not answer this question. These figures build a strong case for further investigation into why the data suggests such a high rate of separation for employees with disabilities. Contrary to this suggested high rate of separation, only one (1) respondent indicated that a disability-related barrier (accessibility of computer applications) was a secondary reason for their leaving. No one indicated a disability-related barrier as a primary cause of separation. The data suggest that the inability to find a position through the TSO or RA reassignment process may be a significant factor for involuntary separation. This evidence is inconclusive because the system is

allowing respondents to select more than one response which is skewing these results. With the anticipated increase of Exit Survey Data during FY 2022, and a deeper dive into voluntary and involuntary separation data, we should be able to gain better insight into why employees with disabilities are leaving the agency at a higher rate than employees without disabilities. This will in turn help us develop an action plan to improve retention of employees with disabilities. Attention will also be given to ensuring that the disability-related Exit Survey questions are collecting accurate and useful data.

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.

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, including a description of how to file a complaint.

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

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, including a description of how to file a complaint.

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

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.

In FY 2021, TSA's Accessibility Support Services Program: • Awarded a new contract for Accessibility/508 Support. The team performed accessibility testing for 508 compliance of web and software products; researched new automated testing tools to perform 508 testing within the Continuous Integration / Continuous Development (CI/CD) pipeline; worked with systems owners, application teams, developers and vendors in identifying and correcting Section 508 compliance defects; conducted Section 508 outreach and communications; and provided Section 508 training (to include four Accessible Document Creation training sessions and guidance on attaining DHS Trusted Tester Certification). • Reviewed all new IT acquisitions for Section 508 language. This included training acquisition professionals on the use of the DHS Accessibility Requirements Tool (DART). In FY 2022, in addition to continuing operations listed above, the team has several goals: • Updating TSA Management Directive (MD) 1400.19 (Section 508 Compliance) to align with updates to the FAR (target completion FY 2022 Quarter 4). • Deploy the recommended automated accessibility testing tool and provide training to development teams on automated Section 508 testing. • Facilitate monthly developer Trusted Tester information sessions and application accessibility compliance tracking meetings (to discuss 508 test results and remediation plans). • Work with Training and Development to remediate accessibility issues in online training modules and integrate the Accessibility Support office into course development to ensure future courses are accessible. • Work with various offices to update/remediate internal iShare pages for accessibility compliance. The current IT processes for adding new technology to the common operation environment (COE) is a barrier to providing assistive technology (A.T.) products for reasonable accommodations (RA). This processes needs to be modified for expedited testing and approval of A.T. products. The approval process needs to take into consideration changes to existing IT and security policies pertaining to the incorporation and use of A.T. in the COE. In addition, a list of approved A.T. products need to be established as another tool for providing RA solutions in a timely matter. During FY-2022 TSA will establish a relationship with agencies in the intelligence community for the purpose of sharing best practices for approving and maintaining A.T. in the COE. During FY 2021 Quarter 1, TSA moved into a new Headquarters building. In response to how we interact with our environment during a pandemic, it was identified that installing hands-free wave technology on doors in commonly used areas would improve the safety of our workplace. The incorporation of this universal design technology also improved the accessibility of our facility for individuals with physical limitations. This project was completed in Quarter 2. Real Estate Management collaborated with the Physical Security and CRL/OTE offices during Quarter 4 to develop a process for providing accessible parking spaces in the parking garage for visitors with disabilities. With input from the Disability Program Manager, a process for visitors with disabilities was developed that avoids lengthy processing of requests for accessible parking, protects the confidentiality and privacy of these visitors, and improves access to the facility. This procedure will

be implemented during FY 2022. Also in FY 2022, a review of parking needs of reasonable accommodation service providers such as sign language interpreters for those who are Deaf and readers for employees who are blind and visually impaired will be conducted. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 29, 30, 31, 34, 35 and 36.

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.)

All RA requests for employees, interns and applicants are processed by the Reasonable Accommodation Program, although the data for employees and interns is housed separately from data for applicants. For this reason, the data is broken out as follows: • Average processing time to close RA requests for employees/interns was 66 days. • Average processing time to close RA requests for applicants was 4 days. NOTE: The timeline criteria for the definition of TSA’s reasonable accommodation (RA) request length are based on: • A start date of when the Reasonable Accommodation Program (RAP) received the request, and • An end date for when the request was approved and passed back to the manager/hiring official with the green light to provide the accommodation, or An end date of when the request was closed due to factors such as no disability, lack of medical documentation or failure to engage in the interactive process. TSA does not have a mechanism in place to capture RA data before it gets to the RAP or after it goes back to the manager/hiring official to be fulfilled. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 20 and 21

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.

TSA has a policy and procedures in place to support the RAP, and include the Reasonable Accommodation Procedures, TSO Reassignment Procedures, and contractual services for sign language services and CART. Per the EEOC August 14, 2020 letter of recommendations for changes to be made to TSA’s RA procedures, these have been updated and currently in the process of final signature review. Associated FY 2022 planned activities as described in Section VII: Subsection B – Activity # 01, 02, 08, 33,34, 35 and 36. Training in FY 2021 was limited to virtual. Training opportunities were made available to the RA Team members. Awareness training for managers will be a goal for the RAP in FY 2022.

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.

Procedures are in place to handle requests for Personal Assistance Services, but no requests have been received.

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 No

- 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.

The Agency was ordered to pay monetary damages in the amount of \$200,000 in non-pecuniary compensatory damages, \$255,293.93 in attorney’s fees, \$3,432.34 in costs; and \$72.63 in reimbursement. Tendered back pay for the week the Complainant was suspended in 2014. Provided a minimum of eight hours of in-person or interactive EEO training with an emphasis on harassment and reprisal to management officials. In FY 2021, TSA had 25 formal complaints with an allegation of harassment based on disability. This accounted for 9.96% of the total formal complaints filed at TSA, which is less than the government-wide rate of 22.10%. During FY 2021 the DPM, Anti-Harassment Program (AHP) and Human Capital (HC) began working together to identify a process for compiling available anti-harassment complaint and separation data. Analysis of this data will allow us to identify whether there are any correlations between cases of disability-related discrimination and types of separation from the agency. The needed data is housed in multiple databases and requires a coordinated effort to establish a process for compiling.

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 No

- 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 No

- 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.

N/A

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 Yes

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

Answer Yes

- 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

Source of the Trigger:	Workforce Data (if so identify the table)				
Specific Workforce Data Table:	Workforce Data Table - B1				
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	The percentage of Persons with Disabilities/Persons with Targeted Disabilities in the GS-1 to SES cluster in FY 2020 falls below the respective benchmark goal of 12% and 2%.				
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> People with Disabilities People with Targeted Disabilities				
Barrier Analysis Process Completed?:	Y				
Barrier(s) Identified?:	Y				
STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	Barrier Name		Description of Policy, Procedure, or Practice		
	Medical/Physical Requirements		Specific medical/physical requirements for TSO and FAM positions.		
	Disclosing Disability		Fear of disclosing a disability for employees in the TSOs and FAMs positions.		
	Reasonable Accommodations		Limited knowledge and awareness about reasonable accommodations for TSA employees.		
	Data collection and reporting		Data collection and reporting on Persons with Disabilities/Persons with Targeted Disabilities at TSA is inadequate and doesn't provide an accurate representation.		
	Career Development Opportunities		Career Development Opportunities at TSA have limited access for PWD/PWTD.		
	Ability to fulfill Positions		Limited perception of the ability of PWD/PWTD to fulfill requirements of TSA Management, Administrative and Professional (MAP), Transportation Security Officer (TSO) and Federal Air Marshal (FAM) positions.		
	Limited Outreach		Limited outreach to potential PWD/PWTD applicants.		
Non-competitive Hiring Process		Limited knowledge of non-competitive hiring process for MAP positions.			
Objective(s) and Dates for EEO Plan					
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description
01/01/2016	09/30/2023	Yes			Increase the participation of PWD/PWTD in career development opportunities.
01/01/2016	09/30/2023	Yes			Increase the participation rate of PWD/PWTD in MAP positions through increasing awareness of the availability of the non-competitive hiring process.

Objective(s) and Dates for EEO Plan						
Date Initiated	Target Date	Sufficient Funding / Staffing?	Date Modified	Date Completed	Objective Description	
01/01/2016	09/30/2023	Yes			Increase knowledge of rights and responsibilities under the Rehab Act.	
01/01/2016	09/30/2023	Yes			Increase outreach efforts to potential PWD/PWTD applicants.	
01/01/2016	09/30/2023	Yes			Increase awareness of the availability of reasonable accommodations for TSA employees.	
01/01/2016	09/30/2023	Yes			Explore opportunities to increase the participation rate of PWD/PWTD in TSO and FAM positions.	
01/01/2016	09/30/2023	Yes			Increase the awareness of the abilities of PWD/PWTD in TSA MAP, TSO and FAM positions. .	
01/01/2016	09/30/2023	Yes			Improve the tracking of PWD/PWTD in applicant flow data, career development programs and promotions.	
Responsible Official(s)						
Title		Name		Standards Address The Plan?		
DPM		Annette Carr		Yes		
Director, Recruitment & Field Hiring Operations, Human Capital		Keith Malley		No		
Acting RPM, Human Capital		Natalie Reynolds		Yes		
Acting Civil Rights, Diversity & Inclusion Director		Roy Reese		Yes		
Selective Placement Program Coordinator		Darrett Lomax		Yes		
Planned Activities Toward Completion of Objective						
Target Date	Planned Activities			Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2022	Identify strategies for improving access by PWD/PWTD to career development opportunities.			Yes	09/30/2020	
09/30/2022	Continue to meet monthly with IWD Council to look at the inclusion of Persons with Disabilities and Persons with Targeted Disabilities at TSA.			Yes	09/30/2019	
09/30/2021	Conduct trainings and other informational sessions that focus on the various sections of the Rehab Act.			Yes	09/30/2020	09/30/2021
09/30/2021	Conduct trainings and other informational sessions that focus on RA from the perspective of managers and employees.			Yes	09/30/2020	09/30/2021
09/30/2021	Distribute information that promotes awareness of PWD/PWTD by highlighting their abilities and how to remove barriers. (e.g. articles/blog, annual campaign for self-identification, brownbag sessions, maintain iShare page, etc.)			Yes	09/30/2020	09/30/2021
09/30/2021	Examine current data collection practices/processes to identify ways to increase the collection of relevant and accurate data related to the employment of PWD/PWTD at TSA. (e.g. exit survey data, training data, RA request data, non-competitive process participation data, etc.).			Yes	09/30/2020	09/30/2021

Planned Activities Toward Completion of Objective				
Target Date	Planned Activities	Sufficient Staffing & Funding?	Modified Date	Completion Date
09/30/2021	Promote TSA’s non-competitive hiring opportunities to community partners to increase the pool of qualified applicants.	Yes		09/30/2021
09/30/2021	Promote the use of TSA’s non-competitive hiring process to TSA managers and employees to support the promotion and retention of PWD/PWTD.	Yes		09/30/2021
09/30/2021	Work with stakeholders within TSO and FAMS to identify positions/opportunities where medical qualification is not required and qualified PWD/PWTD could be hired.	Yes		09/30/2021
Report of Accomplishments				
Fiscal Year	Accomplishment			
2018	Created the TSA Individuals with Disabilities Inclusion Council			
2019	Sent out annual broadcast encouraging employees to self-identify their disability.			
2019	Continued the TSA Individuals with Disabilities Inclusion Council.			
2019	Continued an internal iShare page with information and resources for employees with disabilities. Contributed to and updated the TSA Blog site with eight (8) entries highlighting topics that promoted the awareness, recruitment, retention, inclusion and support of employees with disabilities.			
2020	Educate applicants and current employees on reasonable accommodations. *NOTE – During the first 3 quarters of FY-2020, TSA did not have a DPM which impacted the initiation/ implementation of accomplishments. In Quarter 4, the new DPM was getting acclimated to TSA.			
2018	Created an internal iShare page with information and resources for employees with disabilities.			
2018	Sent out annual broadcast encouraging employees to self-identify their disability.			
2021	Conducted trainings and other informational sessions that focus on the various sections of the Rehab Act. Conducted trainings and other informational sessions that focus on RA from the perspective of managers and employees. Distributed information that promotes awareness of PWD/ PWTD by highlighting their abilities and how to remove barriers. (e.g. articles/blog, annual campaign for self-identification, brownbag sessions, maintain iShare page, etc.) Promoted TSA’s non-competitive hiring opportunities to community partners to increase the pool of qualified applicants. Examined current data collection practices/processes to identify ways to increase the collection of relevant and accurate data related to the employment of PWD/PWTD at TSA. (exit survey data) Examined current data collection practices/processes to identify ways to increase the collection of relevant and accurate data related to the employment of PWD/PWTD at TSA. (Anti-Harassment data)			

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

In our FY 2021 Part J report, we identified 11 activities to be implemented. We completed 9 of the 11 activities (82%), 1 (9%) is still on-going and will be incorporated into our FY 2022 Planned Activities, and 1 (9%) was put on hold to allow us to move in a different direction to strengthen partnerships across TSA programs and offices who play a part in the recruitment, hiring, promotion and retention of PWD/PWTD. With respect to the one activity being carried over into FY 2022, “Identify strategies for improving access by PWD/PWTD to career development opportunities,” we have noted that the continued lack of data for analysis has limited our ability to identify changes that would improve access to professional development opportunities. This activity will be carried over into FY 2022 and will include a plan of action to pull necessary data from existing HC databases. The FY 2021 activity

“Continue to meet monthly with PWD Council to look at the inclusion of persons with disabilities and persons with targeted disabilities at TSA,” has been put on hold. The council was discontinued after the DPM left the agency in FY 2019. Reestablishing a PWD Council in the future is not out of the question, but for now efforts are being put into developing a collaborative approach across all programs responsible for some aspect of the recruitment, hiring, promotion and retention of PWD/PWTD. In FY 2022, the DPM will continue to meet with individual programs/offices, and facilitate a quarterly partners meeting that will include all programs and offices who support the employment of PWD/PWTD. This will promote a consistent and collaborative approach to the employment of PWD/PWTD across TSA. This shift away from an advisory council will allow us to focus on establishing a solid foundation from which to build our model EEO program for the employment of PWD/PWTD. Reinstating an advisory council in the future will support refinement of our Disability Employment Program.

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

Continuing to provide training opportunities and sharing information about the Talents-Skills-Abilities of PWD/PWTD is key in meeting our goals of 12% and 2%, respectively. The DPM received 11 inquiries following the completion of trainings and the distribution of articles. The individuals who made the inquiries were then referred to the appropriate program such as Reasonable Accommodations, Selective Placement and Section 508. The addition of disability related questions to the Exit Survey and the initial establishment of a process for compiling disability related harassment complaint data will assist us in conducting a data analysis that will help us identify and remove barriers to retaining PWD/PWTD.

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.

During FY 2022, the DPM will lead quarterly meetings with representatives from Selective Placement, Reasonable Accommodations, Section 508, Training and Development, EEO, Anti-Harassment, Human Capital Data Management, and Real Estate Management. The goal of these meetings is to take a collaborative approach to addressing the barriers identified in our FY 2021 MD-715 Part J. Not only will we identify activities for each individual program, but we will look at how the activities of each program impacts and connects to the others. Some new/renewed initiatives for FY 2022 will include regular publishing of informational articles related to all aspects of the employment of individuals with disabilities; implementation of a SF-256 campaign; refining of the process for compiling anti-harassment and separation data; identifying how to collect disability related data for our career development programs; and increasing training opportunities on the topics of RA and the use of the non-competitive hiring authority.