



Health Resources and Services Administration
EEOC Management Directive 715
Annual Report
Fiscal Year 2018

Office of Civil Rights, Diversity and Inclusion
5600 Fishers Lane, 14N162
Rockville, Maryland 20857

EEOC FORM 715-01 PART A - D		U.S. Equal Employment Opportunity Commission FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT			
For period covering October 1, 2017 to September 30, 2018					
PART A Department or Agency Identifying Information	1. Agency		1. Department of Health and Human Services		
	1.a. 2 nd level reporting component		Health Resources and Services Administration		
	1.b. 3 rd level reporting component				
	1.c. 4 th level reporting component				
	2. Address		2. 5600 Fishers Lane		
	3. City, State, Zip Code		3. Rockville, Maryland 20857		
	4. CPDF Code	5. FIPS code(s)	4. HE34	5. 1189	
PART B Total Employment	1. Enter total number of permanent full-time and part-time employees			1. 1,831	
	2. Enter total number of temporary employees			2. 77	
	3. Enter total number employees paid from non-appropriated funds			3. 0	
	4. TOTAL EMPLOYMENT [add lines B 1 through 3]			4. 1,908	
PART C Agency Official(s) Responsible For Oversight of EEO Program(s)	1. Head of Agency Official Title		1. Dr. George Sigounas, HRSA Administrator		
	2. Agency Head Designee		2. Diana Espinosa, Deputy Administrator		
	3. Principal EEO Director/Official Official Title/series/grade		3. Anthony F. Archeval, EEO Director, Office of Civil Rights, Diversity and Inclusion, GS-260-15		
	4. Title VII Affirmative EEO Program Official		4. LaKaisha T. Yarber Jarrett		
	5. Section 501 Affirmative Action Program Official		5. Katherine A. Slye-Griffin		
	6. Complaint Processing Program Manager		6. Oscar Toledo		
	7. Other Responsible EEO Staff		LaKaisha T. Yarber Jarrett, Principal MD-715 Preparer		
			Yvonne Wills, Alternative Dispute Resolution Program Coordinator		
Jacqueline Calix, Hispanic Employment Program Manager, Federal Women's Program Manager					
B. Winona Chestnut, Disability Employment Program Manager/Selective Placement Program Coordinator					

Health Resources and Services Administration

For the period October 1, 2017 to September 30, 2018

EXECUTIVE SUMMARY

MISSION

The Health Resources and Services Administration (HRSA), an Operational Division (OPDIV) of the U.S. Department of Health and Human Services (HHS), improves access to health care for people who are geographically isolated, economically or medically vulnerable. This work includes people living with HIV/AIDS, pregnant women, mothers and their families, and those in need of high-quality primary health care. HRSA employs 1,908 civilian employees across 5 bureaus, 10 offices, and 10 regional offices whose primary responsibility is to provide leadership and financial support to health care providers throughout the United States and its territories. HRSA's mission is to improve health and achieve health equity through access to quality services, a skilled health workforce, and innovative programs by improving access to quality care and services; strengthening the health workforce; building healthy communities; improving health equity; and strengthening HRSA program management and operations. Through its efforts, HRSA envisions a nation of "Healthy Communities, Healthy People."

ASSESSING THE AGENCY'S EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

In FY 2018, HRSA, under the leadership of the Office of Civil Rights, Diversity and Inclusion (OCRDI), conducted its annual assessment of the Agency's Equal Employment Opportunity (EEO) Program against the six essential elements of a model EEO program as defined by the Equal Employment Opportunity Commission (EEOC). HRSA performed the assessment as part of the Agency's ongoing obligation to eliminate barriers that impede free and open competition in the workplace and that prevent individuals of any racial or national origin group, sex, or disability status from realizing their full potential. The self-assessment findings indicated that HRSA has a strong EEO program in which the Agency met all EEO program expectations in five of the six essential elements (Essential Elements A, B and D-F). However, the Agency has deficiencies associated with Essential Element C, and has developed or modified appropriate corrective action plans in response to these deficiencies. HRSA will implement these plans in FY 2019 as outlined in Part H of this report, and progress toward eliminating the Agency's EEO program deficiencies will be reported in subsequent annual reports.

Self-Assessment Findings: Agency EEO Program Strengths

HRSA's self-assessment results indicated that the Agency fulfills the program requirements under Essential Elements A, B, and D-F, as there are no EEO program deficiencies related to these areas. The Agency's strategic mission integrates EEO through the increased and intentional inclusion of OCRDI in activities pertaining to human capital management and succession planning initiatives. Senior managers successfully implement EEO action plans and incorporate the EEO action plan objectives into agency strategic plans through the full implementation of Diversity and Inclusion Profile (DIP) action plans at the Bureau/Office level. OCRDI and OHR informed Bureau/Office leaders on the Agency's EEO program status through DIP meetings. These meetings highlight diversity, inclusion, reasonable accommodation, and compliance matters in the context of establishing and/or maintaining a diverse and inclusive workforce and a work environment free of discrimination. Action plans developed and executed by each Bureau/Office address areas for improvement in each of the phases of the employment lifecycle (pre-hire, onboarding, engagement and retention, and separation). With the implementation of these plans, managers play an active role in assessing the Agency's EEO Program, identifying barriers to EEO, and developing correction plans.

Other principal activities that support HRSA's EEO Program strengths under Essential Elements A, B and D-F include:

- Incorporating EEO/diversity and inclusion principles in the 2019-2021 HRSA Strategic Plan.
- Issuing annual EEO policy statement clearly communicating the Agency's commitment to EEO for all employees and applicants; briefing new employees and newly promoted supervisors on their roles, responsibilities, and rights related to the Agency's EEO program; providing a copy of the EEO policy statement during New Employee Orientation and New Supervisor Orientation; and through other outlets.

- Presenting Administrator's Award for Equal Opportunity Achievement annually to employees or groups of employees who actively and effectively provide leadership and service to achieve significant advancement in equal opportunities and/or diversity in the Agency workplace or workforce.
- Requiring new employees to complete EEO Awareness Training for HHS within 90 days of onboarding.
- Collaborating with internal stakeholders to analyze triggers associated with the female workforce for possible barriers.
- Maintaining funding to ensure that HRSA's Complaints Program, Alternative Dispute Resolution (ADR) Program, and Reasonable Accommodation (RA) Program are available to current and former employees and to job applicants.
- Maintaining financial resources to not only train all EEO compliance staff as part of their mandatory professional development responsibilities, but also to make EEO and RA training available to all employees including managers and supervisors.
- Holding an annual "State of the Agency" briefing with the HRSA Administrator and Deputy Administrator and providing EEO program information regularly to the Administrator. The EEO Director has a monthly standing meeting with the Administrator, Deputy Administrator, and Chief Operating Officer to discuss EEO matters such as compliance activity, workforce representation, and special emphasis programs. In addition, the EEO Director is part of the Agency's Senior Leadership team, which meets bi-weekly. The EEO Director has direct access to the Administrator and regularly consults and advises the Administrator on EEO and diversity matters.
- Fostering ongoing communication and collaboration between the EEO Director and the HR Director through bi-weekly meetings to ensure that the Agency's policies, procedures, and practices do not negatively impact any workforce demographic. The EEO Director also actively participates in bi-monthly Executive Officers meetings to further emphasize the importance of developing and maintaining processes that do not cause adverse impact to any one group of employees.

Additionally, the Agency continues to remain in full compliance with EEOC regulations, policy guidance, and other written instructions and has no program deficiencies associated with Essential Elements E (Efficiency) and F (Responsiveness and Legal Compliance). HRSA maintains an efficient, fair, and impartial complaint resolution process. The Agency has a neutral process and encourages widespread use of the Alternative Dispute Resolution (ADR) program. HRSA ensures that Agency personnel are accountable for the timely completion of actions required to comply with EEOC orders, including orders issued by EEOC Administrative Judges. HRSA's Complaints Manager monitors and tracks compliance with settlement agreements and other EEOC orders. To ensure full implementation of any settlements, the Complaints Manager coordinates the efforts of Agency leadership, responsible management officials, OHR, and the Office of General Counsel (OGC).

Self-Assessment Findings: Agency EEO Program Deficiencies

The FY 2018 self-assessment results indicated that HRSA's EEO program falls short of meeting the expectations of Essential Element C (Management and Program Accountability), an element that requires the Agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the Agency's EEO Program and Plan. While all HRSA managers and supervisors have a general EEO related measure in their performance plan, the Agency does not require rating officials to evaluate the performance of managers and supervisors based on specific EEO activities. Additionally, HRSA has significantly improved reasonable accommodation case processing timeframes; however, the Agency does not process all accommodation requests within the 45-day timeframe set forth in its reasonable accommodation policy and procedures manual.

Rating Managers and Supervisors on their Commitment to EEO

Performance appraisals include administrative requirements for managers/supervisors and team leaders, in which the Office of Human Resources has informed supervisors that all leaders must be rated on how well they "demonstrate support for EEO/diversity and employee work life quality, fostering a cooperative work environment where diverse opinions are solicited and respected" as well as "seek resolution for workplace conflicts at earliest stage." However, these two measures do not cover the full scope of ensuring equal employment opportunity pursuant to the factors outlined under Critical Element C of the EEOC Management Directive 715 such as "ensuring that subordinate supervisors have

managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees.” Although this is a new set of program deficiencies on which the Agency plans to take corrective action in FY 2019, preliminary discussions between OCRDI and OHR were held to discuss the best approach to eliminating this set of program deficiencies. Both entities agreed that a scorecard is needed to fully assess the commitment level of the Agency’s managers and supervisors. Therefore, the Agency is considering revising the existing performance element and/or developing a scorecard to allow for more objective ratings. The scorecard would consist of a set of factors by which the rater should use to review the managers/supervisors’ full commitment to EEO. Additionally, an MD-715 Workgroup was formed to resolve this matter. The Agency intends for the workgroup to develop a scorecard for implementation in FY 2019. Progress will be reported in the FY 2019 MD-715 Report.

Improving Timely Processing of Reasonable Accommodation (RA) Requests

While HRSA has effective systems in place for evaluating the impact and effectiveness of HRSA’s EEO Complaints process and ensuring an efficient and fair dispute resolution process, the Agency has identified an ongoing need to strengthen its efficiency in the area of RA, as fewer than 90 percent of the Agency’s RA requests were processed within the established timeframes as required by EEOC. Based on a review of the policy and detailed data analysis, HRSA determined that the established timeframes for processing RA requests were not practical. In FY 2016, the Agency revised its RA Policy and Procedures Manual to reflect essential changes to the program to include changes to the RA case processing timeframes. The Agency received final approval to implement the policy on September 13, 2017. The Agency began full implementation of the Reasonable Accommodation Processing and Tracking (RAPT) System in FY 2018 to fully automate the RA request process, allowing for real-time, role-based user dashboards and the production of standardized and customized reports. As a result of these two critical components, the Agency has significantly improved the timely processing of its RA requests from 35 percent in FY 2016 to 81 percent in FY 2018, and seeks to fully eliminate this barrier in FY 2019. HRSA will report on progress in this area in subsequent reports.

WORKFORCE ANALYSES

Data were analyzed to conduct trend analyses and identify triggers that may cause a barrier to equal opportunity for HRSA employees or applicants. Data used to generate this report were taken from ISMS Business Objects and represent the civilian workforce. Data on the Commissioned Corps was not included. The Commissioned Corps comprise 9.44 percent of HRSA’s total combined permanent and temporary workforce. The comprehensive analysis of HRSA’s workforce data revealed a five-year continuation of underrepresentation among some race/national origin (RNO) and gender groups, and persons with a targeted disability in the overall civilian workforce, mission critical occupations, and senior level positions. Below is a summary of the workforce statistics used to identify and address these triggers.

In FY 2018, HRSA employed 1,908 civilian employees, 95.96 percent (1,831) of which held permanent positions. The Agency had a net loss of 43 civilian employees, reflecting a -2.2 percent net change in its workforce since FY 2017.

Race/Ethnicity, Gender, and Disability Representation in the Permanent Civilian Workforce

Race/Ethnicity and Gender

Female representation has declined to 70.84 percent (1,297) of the Agency’s permanent workforce but continues to surpass the percentage of females in the civilian labor force (48.14 percent). Fifty-four percent (991) of HRSA’s permanent civilian workforce consists of racial/ethnic minorities in which 714 Black (39 percent) and 182 Asian (9.94 percent) employees have higher than expected participation rates when compared to the CLF benchmarks of 12.02 percent and 3.9 percent, respectively. Conversely, all other RNO groups have less than expected participation rates in the overall permanent civilian workforce. HRSA has noted this pattern for several fiscal years. American Indians/Alaska Natives (AI/AN) comprise 0.66 percent of the workforce (12), and employees of two or more races or unknown race comprise 0.05 percent (1). Also, there continues to be an absence of employees who self-identify as Native Hawaiian or other Pacific Islander. Despite accounting for 9.96 percent of the CLF, Hispanic employees make up 4.48 percent (82) of the workforce and none of the new hires; however, their percentage among HRSA separations is lower than expected, at 3.51 percent (4). Groups with higher than expected percentages among HRSA separations include 34 males (29.82

percent), 4 Hispanic females (3.51 percent), 20 White males (17.54 percent), 42 White females (36.84 percent), 7 Asian males (6.14 percent), and 1 AI/AN male (0.8 percent).

Disability

Persons with disabilities make up 9.07 percent (166) of the permanent workforce, and those with targeted disabilities comprise 1.58 percent (29). HRSA's percentage of new hires with targeted disabilities among the new hires increased from 2.29 percent in FY 2017 to 6.45 percent in FY 2018, though the raw numbers decreased from FY 2017 (3) to FY 2018 (2) because the overall pool of hires in FY 2018 had decreased. In FY 2018, persons with targeted disabilities separated at a rate of 1.74 percent (2) among HRSA separations, which is below their representation among new hires but exceeds their workforce representation. Nevertheless, the participation rate of persons with targeted disabilities in the permanent workforce remains below the HHS 2 percent benchmark.

Mission Critical Occupations (MCOs)

Race/Ethnicity and Gender

The Agency's top three most populous MCOs are Public Health Program Specialists (0685), Management Analysts (0343), and Information Technology Specialists (2210). The 1,153 employees in these positions account for 62.97 percent of the permanent workforce. An analysis of the Agency's participation rates with these MCOs revealed that Black males, Black females, and Asian females had higher than expected participation rates in all three of the Agency's most populous MCOs. Asian males, Hispanic females, and the permanent female population as a whole, closely align with this finding. Asian males have a less than expected participation rate of 1.41 percent in the 0343 job series when compared to the 3.4 percent RCLF. Hispanic females, and females as a whole have less than expected participation rates in the 2210 series—0 percent compared to 1.6 percent RCLF and 31.96 percent compared to 33.2 percent RCLF respectively. The remaining groups have low participation rates in at least two of the top three most populous MCOs. Note, White males, and males and females of two or more races or unknown race, have lower than expected representation in all three of these job series.

Fifty-seven percent (17) of new hires filled one of the top three most populous MCOs. Among them, none of the RNO and gender groups exceeded all three of the corresponding RCLF benchmarks, while females as a whole, Black males, and Black females exceeded two of the RCLF benchmarks. Males as a whole, White females, and Asian males exceeded only one RCLF benchmark. The remaining RNO and gender groups had lower than expected hiring rates for all three most populous MCOs compared to the RCLF benchmarks.

Disability

While all persons with a disclosed disability account for 9.07 percent (166) of the Agency's permanent workforce, this group has less than expected representation at 7.69 percent (54) in the 0685 workforce, but higher than expected representation at 9.32 percent (33) in the 0343 workforce, and 13.4 percent (13) in the 2210 workforce. Persons with a disclosed targeted disability account for 1.58 percent (29) of the permanent workforce and 0 in the 2210 series, while surpassing the HHS Departmental 2 percent benchmark in the 0685 series at 2.14 percent (15) and in the 0343 series at 2.54 percent (9). Additionally, persons with targeted disabilities were represented among 16.67 percent (1) of the new hires into the 0685 series and 12.5 percent (1) into the 0343 series, thereby exceeding the 2 percent benchmark for persons with targeted disabilities.

Senior Level Positions

Race/Ethnicity and Gender

When assessing whether triggers to EEO exist among any one group of employees in senior level positions, HRSA compared all groups to their overall participation rates in permanent GS grades and the SES. To that end, 79.72 percent (1,458) of HRSA's permanent civilian workforce are in GS-13 positions or above. Specifically, 45.93 percent (840 employees) are in GS-13 positions, 19.57 percent (358) are in GS-14 positions, 12.96 percent (237) are in GS-15

positions, and 1.26 percent (23) are in the Senior Executive Service (SES). Despite having less than expected representation as a whole, males hold higher than expected participation rates in most senior level positions. In fact, the presence of males is lower than expected in GS-13 positions but higher than expected in GS-14 positions and above with rates increasing as the grade level increases such that males account for 29.09 percent (532) of the permanent civilian workforce in GS and SES pay plans and 35.2 percent (126) of GS-14 employees, 35.02 percent (83) of GS-15 employees, and 39.13 percent (9) of the SES. A similar pattern is also found among white males who account for 14.98 percent (274) of the permanent civilian workforce but 18.16 percent (65) of GS-14, 21.94 percent (52) of GS-15, and 34.78 percent (8) of SES positions. An inverse relationship was found among females, in which females generally had lower than expected participation rates in GS-14, 64.8 percent (232), GS-15, 64.98 percent (154), and SES, 60.87 percent (14) positions, despite accounting for 70.91 percent (1,297) of the Agency's permanent civilian workforce in GS and SES pay plans. Similar findings were found among Blacks, particularly Black females. Accounting for 30.02 percent (549) of the Agency's permanent civilian workforce, 87 Black females were in GS-14 (24.3 percent), 37 in GS-15 (15.61 percent), and 4 in SES (17.39 percent) positions at lower than expected rates. When assessing representation across the SES, White males and females and Hispanic males and females have higher than expected rates of participation. However, whereas Black females have a less than expected participation rate in the SES, Black males, Asian females (and as of FY 2018, Asian males also), American Indian/Alaska Native males and females, and males and females of two or more races or unknown race, continue to be absent. HRSA will explore the root causes of these trends throughout FY 2019 and report findings.

Disability

Persons with targeted disabilities have lower than expected participation rates in all senior level positions relative to their overall permanent GS and SES representation at 1.58 percent (29). Workforce data indicate a decline in participation among this group with each increase in grade level: 1.43 percent (12) of GS-13, 0.56 percent (2) of GS-14, and 0.42 percent (1) of GS-15 positions. They are absent in the SES.

ACCOMPLISHMENTS

HRSA made the following notable accomplishments throughout FY 2018:

- Improved the RA request processing timeframe such that in FY 2017, cases were processed in an average of 35.8 days whereas in FY 2018 the average was 27 days. In FY 2017, decisions in 61.3 percent of cases were within agency timelines whereas in FY 2018 case processing improved to 80.7 percent of cases processed within agency timelines.
- Enhanced the Agency's resume repository of Schedule A eligible candidates to allow for increased hiring of qualified individuals with a disability.
- Secured resources and conducted two regional site visits as well as instituted a phased approach to conducting site visits at the remaining eight regional offices.
- Provided interactive trainings for managers and supervisors on EEO compliance, Diversity and Inclusion, and RA, to include timely and relevant topics such as bullying and anti-harassment and newly added sexual harassment.
- Held a "State of the Agency" briefing to inform the HRSA Administrator on the overall critical action plan for the Agency in FY 2018.
- Conducted a needs assessment and barrier analysis in support of the newly established Federal Women's Program.
- Prepared to conduct a thorough and effective barrier analysis and performed workforce analyses and trigger identification on data associated with Women, Hispanic and Disability Employment and presented the findings to key stakeholders.

PLANNED ACTIVITIES FOR FY 2019

Highlights of HRSA's FY 2019 planned activities include:

- Ensuring HRSA can meet current and anticipated workforce requirements by establishing and implementing a strategic human capital operating plan that reinforces principles of EEO and leverages the talents of a diverse workforce.
- Utilizing HRSA DIP reports and routine check-ins to engage with Bureaus/Offices on workforce data, recruitment, and tools or best practices/strategies that can be employed by Bureau/Office leadership to strengthen the Agency's EEO program.
- Implementing a series of data collection activities in support of conducting a thorough barrier analysis of women employment at HRSA.
- Devising and implementing a robust plan to conduct barrier analysis which includes engaging managers, HRSA Diversity and Inclusion Council, and Employee Resource Groups in the identification of the root causes of triggers associated with less than expected participation rates within the Agency's mission critical occupations and senior level positions and among persons with a disability and Hispanics.
- Drafting HRSA's multi-year diversity and inclusion strategic plan through the leadership of the HRSA Diversity and Inclusion Council.
- Implementing fully the rotational regional site visit plan.
- Ensuring that HRSA's Strategic Plan incorporates EEO principles.

**CERTIFICATION OF ESTABLISHMENT OF CONTINUING
EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS**

I, Anthony F. Archeval, Director, Office of Civil Rights, Diversity and Inclusion
GS-260-15 am the

(Insert name above) (Insert official title/series/grade above)

Principal EEO Director/Official for

Health Resources and Services Administration

(Insert Agency/Component Name above)

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

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

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

/Anthony F. Archeval/

June 12, 2019

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

Date

/George Sigounas/



July 9, 2019

Signature of Agency Head or Agency Head Designee

Date



MD-715 - PART G



Agency Self-Assessment Checklist



Essential Element A: DEMONSTRATED COMMITMENT FROM AGENCY LEADERSHIP				
This element requires the agency head to communicate a commitment to equal employment opportunity and a discrimination-free workplace.				
 Compliance Indicator  Measures		Measure Met? (Yes/No/NA)	Comments	Current Part G Questions
A.1.a	A.1 – The agency issues an effective, up to date EEO policy statement.	Yes	February 23, 2018	A.1.a.2
A.1.b	Does the agency annually issue a signed and dated EEO policy statement on agency letterhead that clearly communicates the agency’s commitment to EEO for all employees and applicants? If “yes”, please provide the annual issuance date in the comments column. [see MD-715, II(A)]	Yes		New
A.2.a	A.2 – The agency has communicated EEO policies and procedures to all employees.			
A.2.a.1	Does the agency disseminate the following policies and procedures to all employees:			
A.2.a.1	Anti-harassment policy? [see MD 715, II(A)]	Yes		New
A.2.a.2	Reasonable accommodation procedures? [see 29 C.F.R § 1614.203(d)(3)]	Yes		New
A.2.b	Does the agency prominently post the following information throughout the workplace and on its public website:			



A.2.b.1	The business contact information for its EEO Counselors, EEO Officers, Special Emphasis Program Managers, and EEO Director? [see 29 C.F.R § 1614.102(b)(7)]	Yes		New
A.2.b.2	Written materials concerning the EEO program, laws, policy statements, and the operation of the EEO complaint process? [see 29 C.F.R § 1614.102(b)(5)]	Yes		A.2.c
A.2.b.3	Reasonable accommodation procedures? [see 29 C.F.R. § 1614.203(d)(3)(i)] If so, please provide the internet address in the comments column.	Yes	https://www.hrsa.gov/sites/default/files/hrr/nofearact/forms/ra-manual.pdf	A.3.c
A.2.c	Does the agency inform its employees about the following topics:			
A.2.c.1	EEO complaint process? [see 29 CFR §§ 1614.102(a)(12) and 1614.102(b)(5)] If "yes", please provide how often.	Yes	Employees are informed about the EEO complaint process several times throughout the fiscal year, including but not limited to, during biweekly new employee orientation, through quarterly EEO trainings, and at the time of the annual issuance of the EEO policy statement. Information is also posted throughout the building as well as provided as requested and needed.	A.2.a
A.2.c.2	ADR process? [see MD-110, Ch. 3(II)(C)] If "yes", please provide how often.	Yes	Employees are informed about the ADR complaints process several times throughout the fiscal year, including but not limited to, during	New



			biweekly new employee orientation, through quarterly EEO trainings, during EEO Intake, and at the time of the annual issuance of the EEO policy statement. Information is also provided as requested and needed.	
A.2.c.3	Reasonable accommodation program? [see 29 CFR § 1614.203(d)(7)(ii)(C)] If “yes”, please provide how often.	Yes	Employees are informed about the Reasonable Accommodation (RA) Program at biweekly new employee orientations and quarterly RA trainings. Information is also provided as requested and needed.	New
A.2.c.4	Anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1] If “yes”, please provide how often.	Yes	Employees are informed about the Anti-harassment Program several times throughout the fiscal year, including but are not limited to, during biweekly new employee orientations, through quarterly EEO trainings, and at the time of the annual issuance of the EEO policy statement. Information is also provided as requested and needed.	New

A.2.c.5	Behaviors that are inappropriate in the workplace and could result in disciplinary action? [5 CFR § 2635.101(b)] If “yes”, please provide how often.	Yes	Employees are informed about inappropriate workplace behaviors several times throughout the fiscal year, including but not limited to, during biweekly new employee orientation, through quarterly EEO trainings, and at the time of the annual issuance of the EEO policy statement. Information is also provided as requested and needed. Additionally, the Agency launched a new training for managers on performance accountability that also reviews the employee code of conduct.	A.3.b
 Compliance Indicator  Measures	A.3 – The agency assesses and ensures EEO principles are part of its culture.	Measure Met? (Yes/No/NA)	Comments New Compliance Indicator	
A.3.a	Does the agency provide recognition to employees, supervisors, managers, and units demonstrating superior accomplishment in equal employment opportunity? [see 29 CFR § 1614.102(a) (9)] If “yes”, provide one or two examples in the comments section.	Yes	As part of the annual HRSA Honor Awards, the Administrator’s Award for Equal Opportunity Achievement is presented to	New



			employees or groups of employees who actively and effectively provide leadership and service to achieve significant advancement in equal opportunities and/or diversity in the Agency workplace or workforce.	
A.3.b	Does the agency utilize the Federal Employee Viewpoint Survey or other climate assessment tools to monitor the perception of EEO principles within the workforce? [see 5 CFR Part 250]	Yes		New
Essential Element B: INTEGRATION OF EEO INTO THE AGENCY'S STRATEGIC MISSION				
This element requires that the agency's EEO programs are structured to maintain a workplace that is free from discrimination and support the agency's strategic mission.				
 Compliance Indicator	B.1 - The reporting structure for the EEO program provides the principal EEO official with appropriate authority and resources to effectively carry out a successful EEO program.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
B.1.a	Is the agency head the immediate supervisor of the person ("EEO Director") who has day-to-day control over the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes	The Agency head does not serve as the first line supervisor of any organizational component, including the EEO Office. However, the EEO Director reports to HRSA's Deputy Administrator, the same Agency head designee as the mission-related	B.1.a

			programmatic Bureaus and Offices.	
B.1.a.1	If the EEO Director does not report to the agency head, does the EEO Director report to the same agency head designee as the mission-related programmatic offices? If "yes," please provide the title of the agency head designee in the comments.	Yes		New
B.1.a.2	Does the agency's organizational chart clearly define the reporting structure for the EEO office? [see 29 CFR §1614.102(b)(4)]	Yes		B.1.d
B.1.b	Does the EEO Director have a regular and effective means of advising the agency head and other senior management officials of the effectiveness, efficiency and legal compliance of the agency's EEO program? [see 29 CFR §1614.102(c)(1); MD-715 Instructions, Sec. I]	Yes		B.2.a
B.1.c	During this reporting period, did the EEO Director present to the head of the agency, and other senior management officials, the "State of the agency" briefing covering the six essential elements of the model EEO program and the status of the barrier analysis process? [see MD-715 Instructions, Sec. I] If "yes", please provide the date of the briefing in the comments column.	Yes	September 12, 2018	B.2.b
B.1.d	Does the EEO Director regularly participate in senior-level staff meetings concerning personnel, budget, technology, and other workforce issues? [see MD-715, II(B)]	Yes		New
 Compliance Indicator  Measures	B.2 – The EEO Director controls all aspects of the EEO program.	Measure Met? (Yes/No/NA)	Comments	New Compliance Indicator
B.2.a	Is the EEO Director responsible for the implementation of a continuing affirmative employment program to promote EEO and to identify and eliminate discriminatory policies, procedures, and practices? [see MD-110, Ch. 1(III)(A); 29 CFR §1614.102(c)]	Yes		B.3.a
B.2.b	Is the EEO Director responsible for overseeing the completion of EEO counseling [see 29 CFR §1614.102(c)(4)]	Yes		New
B.2.c	Is the EEO Director responsible for overseeing the fair and thorough investigation of EEO complaints? [see 29 CFR §1614.102(c)(5)] [This question may not be applicable for certain subordinate level components.]	Yes		New





B.2.d	Is the EEO Director responsible for overseeing the timely issuance of final agency decisions? [see 29 CFR §1614.102(c)(5)]. [This question may not be applicable for certain subordinate level components.]	N/A	The Department issues final agency decisions.	New
B.2.e	Is the EEO Director responsible for ensuring compliance with EEOC orders? [see 29 CFR §§ 1614.102(e); 1614.502]	Yes		F.3.b
B.2.f	Is the EEO Director responsible for periodically evaluating the entire EEO program and providing recommendations for improvement to the agency head? [see 29 CFR §1614.102(c)(2)]	Yes		New
B.2.g	If the agency has subordinate level components, does the EEO Director provide effective guidance and coordination for the components? [see 29 CFR §§ 1614.102(c)(2) and (c)(3)]	Yes		New
 Compliance Indicator  Measures	B.3 - The EEO Director and other EEO professional staff are involved in, and consulted on, management/personnel actions.	Measure Met? (Yes/No/NA)	Comments	
B.3.a	Do EEO program officials participate in agency meetings regarding workforce changes that might impact EEO issues, including strategic planning, recruitment strategies, vacancy projections, succession planning, and selections for training/career development opportunities? [see MD-715, II(B)]	Yes	EEO program officials regularly participate and are consulted regarding workforce changes that might impact EEO issues such as strategic planning and recruitment strategies. In FY 2019, the EEO program officials will utilize bi-weekly meetings with the Office of Human Resources and HRSA's Executive Officers to discuss vacancy projections and their EEO impact on a more consistent	B.2.c & B.2.d



			basis. In addition, the EEO Director has monthly meeting with the Chief Operating Officer to consult and discuss workforce changes that might impact EEO issues.	
B.3.b	Does the agency's current strategic plan reference EEO / diversity and inclusion principles? [see MD-715, II(B)] If "yes", please identify the EEO principles in the strategic plan in the comments column.	Yes	Sub-Objective 5.2.1: Recruit, hire, and retain a talented and diverse HRSA workforce based on the needs of the organization and in alignment with workforce planning principles.	New
 Compliance Indicator	B.4 - The agency has sufficient budget and staffing to support the success of its EEO program.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
B.4.a	Pursuant to 29 CFR §1614.102(a)(1), has the agency allocated sufficient funding and qualified staffing to successfully implement the EEO program, for the following areas:			
B.4.a.1	to conduct a self-assessment of the agency for possible program deficiencies? [see MD-715, II(D)]	Yes		B.3.b
B.4.a.2	to enable the agency to conduct a thorough barrier analysis of its workforce? [see MD-715, II(B)]	Yes		B.4.a
B.4.a.3	to timely, thoroughly, and fairly process EEO complaints, including EEO counseling, investigations, final agency decisions, and legal sufficiency reviews? [see 29 CFR § 1614.102(c)(5) & 1614.105(b) – (f); MD-110, Ch. 1(IV)(D) & 5(IV); MD-715, II(E)]	Yes		E.5.b

B.4.a.4	to provide all supervisors and employees with training on the EEO program, including but not limited to retaliation, harassment, religious accommodations, disability accommodations, the EEO complaint process, and ADR? [see MD-715, II(B) and III(C)] If not, please identify the type(s) of training with insufficient funding in the comments column.	Yes	HRSA has sufficient funding to provide all supervisors and employees with training on the EEO program. Training is currently available on retaliation, harassment, reasonable accommodation, and unconscious bias. The Agency will pilot religious accommodations and EEO complaints process trainings, inclusive of ADR, in FY 2019.	B.4.f & B.4.g
B.4.a.5	to conduct thorough, accurate, and effective field audits of the EEO programs in components and the field offices, if applicable? [see 29 CFR §1614.102(c)(2)]	Yes	Although most of HRSA's field offices are managed out of Headquarters and not independently managed, the Agency has implemented a rotational plan whereby two to three regional offices will be visited per year so that all offices are reviewed on an annual basis.	E.1.c
B.4.a.6	to publish and distribute EEO materials (e.g. harassment policies, EEO posters, reasonable accommodations procedures)? [see MD-715, II(B)]	Yes		B.4.c
B.4.a.7	to maintain accurate data collection and tracking systems for the following types of data: complaint tracking, workforce demographics, and applicant flow data? [see MD-715, II(E)]. If not, please identify the systems with insufficient funding in the comments section.	Yes		New



B.4.a.8	to effectively administer its special emphasis programs (such as, Federal Women's Program, Hispanic Employment Program, and People with Disabilities Program Manager)? [5 USC § 7201; 38 USC § 4214; 5 CFR § 720.204; 5 CFR § 213.3102(t) and (u); 5 CFR § 315.709]	Yes		B.3.c, B.3.c.1, B.3.c.2, & B.3.c.3
B.4.a.9	to effectively manage its anti-harassment program? [see MD-715 Instructions, Sec. I); EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes		New
B.4.a.10	to effectively manage its reasonable accommodation program? [see 29 CFR § 1614.203(d)(4)(ii)]	Yes		B.4.d
B.4.a.11	to ensure timely and complete compliance with EEOC orders? [see MD-715, II(E)]	Yes		New
B.4.b	Does the EEO office have a budget that is separate from other offices within the agency? [see 29 CFR § 1614.102(a)(1)]	Yes		New
B.4.c	Are the duties and responsibilities of EEO officials clearly defined? [see MD-110, Ch. 1(III)(A), 2(III), & 6(III)]	Yes		B.1.b
B.4.d	Does the agency ensure that all new counselors and investigators, including contractors and collateral duty employees, receive the required 32 hours of training, pursuant to Ch. 2(II)(A) of MD-110?	Yes		E.2.d
B.4.e	Does the agency ensure that all experienced counselors and investigators, including contractors and collateral duty employees, receive the required 8 hours of annual refresher training, pursuant to Ch. 2(II)(C) of MD-110?	Yes		E.2.e
 Compliance Indicator  Measures	B.5 – The agency recruits, hires, develops, and retains supervisors and managers who have effective managerial, communications, and interpersonal skills.	Measure Met? (Yes/No/NA)	Comments	New Indicator
B.5.a	Pursuant to 29 CFR § 1614.102(a)(5), have all managers and supervisors received training on their responsibilities under the following areas under the agency EEO program:			
B.5.a.1	EEO Complaint Process? [see MD-715(II)(B)]	Yes	All managers and supervisors are required to take the EEO Awareness training on a biannual basis. The Agency is piloting the EEO	New

			Complaint Process training in FY 2019.	
B.5.a.2	Reasonable Accommodation Procedures? [see 29 C.F.R. § 1614.102(d)(3)]	Yes	All managers and supervisors are required to take the EEO Awareness training on a biannual basis; additionally, the Agency offers RA training to employees on a quarterly basis as well as upon request.	A.3.d
B.5.a.3	Anti-Harassment Policy? [see MD-715(II)(B)]	Yes	All managers and supervisors are required to take the EEO Awareness training on a biannual basis; additionally, the Agency offers anti-harassment training upon request.	New
B.5.a.4	Supervisory, managerial, communication, and interpersonal skills in order to supervise most effectively in a workplace with diverse employees and avoid disputes arising from ineffective communications? [see MD-715, II(B)]	Yes	The Agency offers targeted trainings to supervisors through the HRSA Learning Institute.	New
B.5.a.5	ADR, with emphasis on the federal government's interest in encouraging mutual resolution of disputes and the benefits associated with utilizing ADR? [see MD-715(II)(E)]	Yes	All managers and supervisors are required to take the EEO Awareness training on a biannual basis; however, the Agency will pilot the EEO Complaint Process training in FY 2019. This training will cover various aspects of ADR.	E.4.b

 Compliance Indicator  Measures	B.6 – The agency involves managers in the implementation of its EEO program.	Measure Met? (Yes/No/NA)	Comments New Indicator	
B.6.a	Are senior managers involved in the implementation of Special Emphasis Programs? [see MD-715 Instructions, Sec. I]	Yes		New
B.6.b	Do senior managers participate in the barrier analysis process? [see MD-715 Instructions, Sec. I]	Yes		D.1.a
B.6.c	When barriers are identified, do senior managers assist in developing agency EEO action plans (Part I, Part J, or the Executive Summary)? [see MD-715 Instructions, Sec. I]	Yes		D.1.b
B.6.d	Do senior managers successfully implement EEO Action Plans and incorporate the EEO Action Plan Objectives into agency strategic plans? [29 CFR § 1614.102(a)(5)]	Yes	HRSA Diversity and Inclusion Council is drafting a plan based on program deficiencies and barriers. The D&I measures will align with the Agency's strategic plan.	D.1.c
Essential Element C: MANAGEMENT AND PROGRAM ACCOUNTABILITY This element requires the agency head to hold all managers, supervisors, and EEO officials responsible for the effective implementation of the agency's EEO Program and Plan.				
 Compliance Indicator  Measures	C.1 – The agency conducts regular internal audits of its component and field offices.	Measure Met? (Yes/No/NA)	Comments	
C.1.a	Does the agency regularly assess its component and field offices for possible EEO program deficiencies? [see 29 CFR §1614.102(c)(2)] if yes, please provide the schedule for conducting audits in the comments section.	Yes	HRSA instituted a rotational site visit schedule with at least two visits occurring per year.	New
C.1.b	Does the agency regularly assess its component and field offices on their efforts to remove barriers from the workplace? [see 29 CFR	Yes	HRSA instituted a rotational site visit	New

	§1614.102(c)(2)] if yes, please provide the schedule for conducting audits in the comments section.		schedule with two to three visits occurring per year.	
C.1.c	Do the component and field offices make reasonable efforts to comply with the recommendations of the field audit? [see MD-715, II(C)]	Yes	Efforts are currently in progress as the initial audits were conducted in the last quarter of FY 2018.	New
 Compliance Indicator  Measures	C.2 – The agency has established procedures to prevent all forms of EEO discrimination.	Measure Met? (Yes/No/NA)	Comments	New Indicator
C.2.a	Has the agency established comprehensive anti-harassment policy and procedures that comply with EEOC’s enforcement guidance? [see MD-715, II(C); Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes		New
C.2.a.1	Does the anti-harassment policy require corrective action to prevent or eliminate conduct before it rises to the level of unlawful harassment? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.1]	Yes		New
C.2.a.2	Has the agency established a firewall between the Anti-Harassment Coordinator and the EEO Director? [see EEOC Report, Model EEO Program Must Have an Effective Anti-Harassment Program (2006)]	Yes		New
C.2.a.3	Does the agency have a separate procedure (outside the EEO complaint process) to address harassment allegations? [see Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (Enforcement Guidance), EEOC No. 915.002, § V.C.1 (June 18, 1999)]	Yes		New
C.2.a.4	Does the agency ensure that the EEO office informs the anti-harassment program of all EEO counseling activity alleging harassment? [see Enforcement Guidance, V.C.]	Yes		New
C.2.a.5	Does the agency conduct a prompt inquiry (beginning within 10 days of notification) of all harassment allegations, including those initially raised in the EEO complaint process? [see <u>Complainant v. Dep’t of Veterans Affairs</u> , EEOC Appeal No. 0120123232 (May 21, 2015); <u>Complainant v. Dep’t of Defense (Defense Commissary Agency)</u> , EEOC Appeal No.	Yes		New

	0120130331 (May 29, 2015)] If “no”, please provide the percentage of timely-processed inquiries in the comments column.			
C.2.a.6	Do the agency’s training materials on its anti-harassment policy include examples of disability-based harassment? [see 29 CFR 1614.203(d)(2)]	Yes		New
C.2.b	Has the agency established disability reasonable accommodation procedures that comply with EEOC’s regulations and guidance? [see 29 CFR 1614.203(d)(3)]	Yes		New
C.2.b.1	Is there a designated agency official or other mechanism in place to coordinate or assist with processing requests for disability accommodations throughout the agency? [see 29 CFR 1614.203(d)(3)(D)]	Yes		E.1.d
C.2.b.2	Has the agency established a firewall between the Reasonable Accommodation Program Manager and the EEO Director? [see MD-110, Ch. 1(IV)(A)]	Yes		New
C.2.b.3	Does the agency ensure that job applicants can request and receive reasonable accommodations during the application and placement processes? [see 29 CFR 1614.203(d)(1)(ii)(B)]	Yes		New
C.2.b.4	Do the reasonable accommodation procedures clearly state that the agency should process the request within a maximum amount of time (e.g., 20 business days), as established by the agency in its affirmative action plan? [see 29 CFR 1614.203(d)(3)(i)(M)]	Yes		New
C.2.b.5	Does the agency process all accommodation requests 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 in the comments column.	No	In FY 2018, 81 percent of HRSA’s reasonable accommodation requests were processed within the 45 day timeframe set forth in the Agency’s Reasonable Accommodation Policy and Procedures Manual.	E.1.e
C.2.c	Has the agency established procedures for processing requests for personal assistance services that comply with EEOC’s regulations, enforcement guidance, and other applicable executive orders, guidance, and standards? [see 29 CFR 1614.203(d)(6)]	Yes		New
C.2.c.1	Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §	Yes	https://www.hrsa.gov/sites/default/files/h	New

	1614.203(d)(5)(v)], if yes, please provide the internet address in the comments column.		r/nofearact/forms/ra manual.pdf	
 Compliance Indicator  Measures	C.3 - The agency evaluates managers and supervisors on their efforts to ensure equal employment opportunity.	Measure Met? (Yes/No/NA)	Comments New Indicator	
C.3.a	Pursuant to 29 CFR §1614.102(a)(5), do all managers and supervisors have an element in their performance appraisal that evaluates their commitment to agency EEO policies and principles and their participation in the EEO program?	Yes		New
C.3.b	Does the agency require rating officials to evaluate the performance of managers and supervisors based on the following activities:			
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings? [see MD-110, Ch. 3.I]	No	All senior executives have standard language in their performance plans regarding supporting EEO policies and programs as well as a diverse and inclusive workplace. There is also a standard element regarding demonstrated support for EEO policies and programs in non-SES performance plans for managers/supervisors. The Agency recognizes that the existing critical elements do not explicitly rate leaders on the activity in question. Therefore, in FY 2019, the	A.3.a.1



			Agency will consider revisions to the existing performance element that would better measure this specific aspect of ensuring EEO.	
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators? [see 29 CFR §1614.102(b)(6)]	No	All senior executives have standard language in their performance plans regarding supporting EEO policies and programs as well as a diverse and inclusive workplace. There is also a standard element regarding demonstrated support for EEO policies and programs in non-SES performance plans for managers/supervisors. The Agency recognizes that the existing critical elements do not explicitly rate leaders on the activity in question. Therefore, in FY 2019, the Agency will consider revisions to the existing performance element that would better measure this specific aspect of ensuring EEO.	A.3.a.4



C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation? [see MD-715, II(C)]	No	All senior executives have standard language in their performance plans regarding supporting EEO policies and programs as well as a diverse and inclusive workplace. There is also a standard element regarding demonstrated support for EEO policies and programs in non-SES performance plans for managers/supervisors. The Agency recognizes that the existing critical elements do not explicitly rate leaders on the activity in question. Therefore, in FY 2019, the Agency will consider revisions to the existing performance element that would better measure this specific aspect of ensuring EEO.	A.3.a.5
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees? [see MD-715 Instructions, Sec. I]	No	All senior executives have standard language in their performance plans regarding supporting EEO policies and programs as well as a diverse and inclusive	A.3.a.6





			workplace. There is also a standard element regarding demonstrated support for EEO policies and programs in non-SES performance plans for managers/supervisors. The Agency recognizes that the existing critical elements do not explicitly rate leaders on the activity in question. Therefore, in FY 2019, the Agency will consider revisions to the existing performance element that would better measure this specific aspect of ensuring EEO.	
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(7)]	No	All senior executives have standard language in their performance plans regarding supporting EEO policies and programs as well as a diverse and inclusive workplace. There is also a standard element regarding demonstrated support for EEO policies and programs in non-SES performance plans for managers/supervisors.	A.3.a.7



			The Agency recognizes that the existing critical elements do not explicitly rate leaders on the activity in question. Therefore, in FY 2019, the Agency will consider revisions to the existing performance element that would better measure this specific aspect of ensuring EEO.	
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]	No	All senior executives have standard language in their performance plans regarding supporting EEO policies and programs as well as a diverse and inclusive workplace. There is also a standard element regarding demonstrated support for EEO policies and programs in non-SES performance plans for managers/supervisors. The Agency recognizes that the existing critical elements do not explicitly rate leaders on the activity in question. Therefore, in FY 2019, the	A.3.a.8





			Agency will consider revisions to the existing performance element that would better measure this specific aspect of ensuring EEO.	
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]	No	All senior executives have standard language in their performance plans regarding supporting EEO policies and programs as well as a diverse and inclusive workplace. There is also a standard element regarding demonstrated support for EEO policies and programs in non-SES performance plans for managers/supervisors. The Agency recognizes that the existing critical elements do not explicitly rate leaders on the activity in question. Therefore, in FY 2019, the Agency will consider revisions to the existing performance element that would better measure this specific aspect of ensuring EEO.	New



C.3.b.8	Support the anti-harassment program in investigating and correcting harassing conduct. [see Enforcement Guidance, V.C.2]	Yes		A.3.a.2
C.3.b.9	Comply with settlement agreements and orders issued by the agency, EEOC, and EEO-related cases from the Merit Systems Protection Board, labor arbitrators, and the Federal Labor Relations Authority? [see MD-715, II(C)]	Yes		New
C.3.c	Does the EEO Director recommend to the agency head improvements or corrections, including remedial or disciplinary actions, for managers and supervisors who have failed in their EEO responsibilities? [see 29 CFR §1614.102(c)(2)]	N/A	Mechanisms are in place to address such issues at a lower level and have not warranted Agency head involvement. However, the EEO Director will recommend improvements or corrections for managers and supervisors who have failed in their EEO responsibilities, should the situation rise to the level of involving the HRSA Administrator.	New
C.3.d	When the EEO Director recommends remedial or disciplinary actions, are the recommendations regularly implemented by the agency? [see 29 CFR §1614.102(c)(2)]	N/A	The EEO Director has not recommended remedial or disciplinary actions.	New
 Compliance Indicator  Measures	C.4 – The agency ensures effective coordination between its EEO programs and Human Resources (HR) program.	Measure Met? (Yes/No/NA)	Comments	
C.4.a	Do the HR Director and the EEO Director meet regularly to assess whether personnel programs, policies, and procedures conform to EEOC laws, instructions, and management directives? [see 29 CFR §1614.102(a)(2)]	Yes		New



C.4.b	Has the agency established timetables/schedules to review at regular intervals its merit promotion program, employee recognition awards program, employee development/training programs, and management/personnel policies, procedures, and practices for systemic barriers that may be impeding full participation in the program by all EEO groups? [see MD-715 Instructions, Sec. I]	Yes		C.2.a, C.2.b, & C.2.c
C.4.c	Does the EEO office have timely access to accurate and complete data (e.g., demographic data for workforce, applicants, training programs, etc.) required to prepare the MD-715 workforce data tables? [see 29 CFR §1614.601(a)]	Yes		New
C.4.d	Does the HR office timely provide the EEO office with access to other data (e.g., exit interview data, climate assessment surveys, and grievance data), upon request? [see MD-715, II(C)]	Yes		New
C.4.e	Pursuant to Section II(C) of MD-715, does the EEO office collaborate with the HR office to:			
C.4.e.1	Implement the Affirmative Action Plan for Individuals with Disabilities? [see 29 CFR §1614.203(d); MD-715, II(C)]	Yes		New
C.4.e.2	Develop and/or conduct outreach and recruiting initiatives? [see MD-715, II(C)]	Yes		New
C.4.e.3	Develop and/or provide training for managers and employees? [see MD-715, II(C)]	Yes		New
C.4.e.4	Identify and remove barriers to equal opportunity in the workplace? [see MD-715, II(C)]	Yes		New
C.4.e.5	Assist in preparing the MD-715 report? [see MD-715, II(C)]	Yes		New
 Compliance Indicator  Measures	C.5 – Following a finding of discrimination, the agency explores whether it should take a disciplinary action.	Measure Met? (Yes/No/NA)	Comments	
C.5.a	Does the agency have a disciplinary policy and/or table of penalties that covers discriminatory conduct? [see 29 CFR § 1614.102(a)(6); see also <u>Douglas v. Veterans Administration</u> , 5 MSPR 280 (1981)]	Yes	HRSA adopted the HHS table of penalties.	C.3.a.
C.5.b	When appropriate, does the agency discipline or sanction managers and employees for discriminatory conduct? [see 29 CFR §1614.102(a)(6)] If “yes”, please state the number of disciplined/sanctioned individuals during this reporting period in the comments.	Yes	3 individuals	C.3.c



C.5.c	If the agency has a finding of discrimination (or settles cases in which a finding was likely), does the agency inform managers and supervisors about the discriminatory conduct? [see MD-715, II(C)]	Yes		New
 Compliance Indicator  Measures	C.6 – The EEO office advises managers/supervisors on EEO matters.	Measure Met? (Yes/No/NA)	Comments	
C.6.a	Does the EEO office provide management/supervisory officials with regular EEO updates on at least an annual basis, including EEO complaints, workforce demographics and data summaries, legal updates, barrier analysis plans, and special emphasis updates? [see MD-715 Instructions, Sec. I] If “yes”, please identify the frequency of the EEO updates in the comments column.	Yes	Annual State of the Agency Briefings; Monthly Senior Staff Meetings; Quarterly EEO Trainings; Bi-annual DIP Briefings; Bi-weekly Executive Officers’ Meetings	C.1.a
C.6.b	Are EEO officials readily available to answer managers’ and supervisors’ questions or concerns? [see MD-715 Instructions, Sec. I]	Yes		New
Essential Element D: PROACTIVE PREVENTION				
This element requires that the agency head make early efforts to prevent discrimination and to identify and eliminate barriers to equal employment opportunity.				
 Compliance Indicator  Measures	D.1 – The agency conducts a reasonable assessment to monitor progress towards achieving equal employment opportunity throughout the year.	Measure Met? (Yes/No/NA)	Comments	
D.1.a	Does the agency have a process for identifying triggers in the workplace? [see MD-715 Instructions, Sec. I]	Yes		New
D.1.b	Does the agency regularly use the following sources of information for trigger identification: workforce data; complaint/grievance data; exit surveys; employee climate surveys; focus groups; affinity groups; union; program evaluations; special emphasis programs; reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I]	Yes		New





D.1.c	Does the agency conduct exit interviews or surveys that include questions on how the agency could improve the recruitment, hiring, inclusion, retention and advancement of individuals with disabilities? [see 29 CFR 1614.203(d)(1)(iii)(C)]	Yes		New
 Compliance Indicator  Measures	D.2 – The agency identifies areas where barriers may exclude EEO groups (reasonable basis to act.)	Measure Met? (Yes/No/NA)	Comments New Indicator	
D.2.a	Does the agency have a process for analyzing the identified triggers to find possible barriers? [see MD-715, (II)(B)]	Yes		New
D.2.b	Does the agency regularly examine the impact of management/personnel policies, procedures, and practices by race, national origin, sex, and disability? [see 29 CFR §1614.102(a)(3)]	Yes	Management/ personnel policies, procedures and practices are examined when changes are made. The Agency will remind key stakeholders of the need to continue this level of assessment on a routine basis.	B.2.c.2
D.2.c	Does the agency consider whether any group of employees or applicants might be negatively impacted prior to making human resource decisions, such as re-organizations and realignments? [see 29 CFR §1614.102(a)(3)]	Yes		B.2.c.1
D.2.d	Does the agency regularly review the following sources of information to find barriers: complaint/grievance data, exit surveys, employee climate surveys, focus groups, affinity groups, union, program evaluations, anti-harassment program, special emphasis programs, reasonable accommodation program; anti-harassment program; and/or external special interest groups? [see MD-715 Instructions, Sec. I] If “yes”, please identify the data sources in the comments column.	Yes	Complaint data; Exit surveys; Focus groups; Federal Employee Viewpoint Survey;	New



			Reasonable Accommodation Program Data; Special Emphasis Program Data; Employee Resource Groups; Diversity and Inclusion Council	
 Compliance Indicator  Measures	D.3 – The agency establishes appropriate action plans to remove identified barriers.	Measure Met? (Yes/No/NA)	Comments New Indicator	
D.3.a.	Does the agency effectively tailor action plans to address the identified barriers, in particular policies, procedures, or practices? [see 29 CFR §1614.102(a)(3)]	Yes		New
D.3.b	If the agency identified one or more barriers during the reporting period, did the agency implement a plan in Part I, including meeting the target dates for the planned activities? [see MD-715, II(D)]	Yes	Targeted dates for planned activities are revisited throughout the fiscal year and adjusted as necessary.	New
D.3.c	Does the agency periodically review the effectiveness of the plans? [see MD-715, II(D)]	Yes		New
 Compliance Indicator  Measures	D.4 – The agency has an affirmative action plan for people with disabilities, including those with targeted disabilities.	Measure Met? (Yes/No/NA)	Comments New Indicator	





D.4.a	Does the agency post its affirmative action plan on its public website? [see 29 CFR 1614.203(d)(4)]. Please provide the internet address in the comments.	Yes	https://www.hrsa.gov/eo/policies-reports-resources/no-fear-act	New
D.4.b	Does the agency take specific steps to ensure qualified people with disabilities are aware of and encouraged to apply for job vacancies? [see 29 CFR 1614.203(d)(1)(i)]	Yes		New
D.4.c	Does the agency ensure that disability-related questions from members of the public are answered promptly and correctly? [see 29 CFR 1614.203(d)(1)(ii)(A)]	Yes		New
D.4.d	Has the agency taken specific steps that are reasonably designed to increase the number of persons with disabilities or targeted disabilities employed at the agency until it meets the goals? [see 29 CFR 1614.203(d)(7)(ii)]	Yes		New
Essential Element E: EFFICIENCY				
This element requires the agency head to ensure that there are effective systems for evaluating the impact and effectiveness of the agency's EEO programs and an efficient and fair dispute resolution process.				
 Compliance Indicator	E.1 - The agency maintains an efficient, fair, and impartial complaint resolution process.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
E.1.a	Does the agency timely provide EEO counseling, pursuant to 29 CFR §1614.105?	Yes		E.3.a.1
E.1.b	Does the agency provide written notification of rights and responsibilities in the EEO process during the initial counseling session, pursuant to 29 CFR §1614.105(b)(1)?	Yes		E.3.a.2
E.1.c	Does the agency issue acknowledgment letters immediately upon receipt of a formal complaint, pursuant to MD-110, Ch. 5(I)?	Yes		New
E.1.d	Does the agency issue acceptance letters/dismissal decisions within a reasonable time (e.g., 60 days) after receipt of the written EEO Counselor report, pursuant to MD-110, Ch. 5(I)? If so, please provide the average processing time in the comments.	Yes	50 days	New
E.1.e	Does the agency ensure all employees fully cooperate with EEO counselors and EEO personnel in the EEO process, including granting	Yes		New

	routine access to personnel records related to an investigation, pursuant to 29 CFR §1614.102(b)(6)?			
E.1.f	Does the agency timely complete investigations, pursuant to 29 CFR §1614.108?	Yes		E.3.a.3
E.1.g	If the agency does not timely complete investigations, does the agency notify complainants of the date by which the investigation will be completed and of their right to request a hearing or file a lawsuit, pursuant to 29 CFR §1614.108(g)?	Yes		New
E.1.h	When the complainant does not request a hearing, does the agency timely issue the final agency decision, pursuant to 29 CFR §1614.110(b)?	Yes		E.3.a.4
E.1.i	Does the agency timely issue final actions following receipt of the hearing file and the administrative judge's decision, pursuant to 29 CFR §1614.110(a)?	Yes		E.3.a.7
E.1.j	If the agency uses contractors to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays? [See MD-110, Ch. 5(V)(A)] If "yes", please describe how in the comments column.	Yes	Standard language is in the contract; HHS handles all accountability issues.	E.2.c
E.1.k	If the agency uses employees to implement any stage of the EEO complaint process, does the agency hold them accountable for poor work product and/or delays during performance review? [See MD-110, Ch. 5(V)(A)]	Yes		New
E.1.l	Does the agency submit complaint files and other documents in the proper format to EEOC through the Federal Sector EEO Portal (FedSEP)? [See 29 CFR § 1614.403(g)]	Yes		New
 Compliance Indicator  Measures	E.2 – The agency has a neutral EEO process.	Measure Met? (Yes/No/NA)	Comments Revised Indicator	
E.2.a	Has the agency established a clear separation between its EEO complaint program and its defensive function? [see MD-110, Ch. 1(IV)(D)]	Yes	HRSA/OCRDI ensures that actions taken by the agency to protect itself from legal liability do not negatively influence or affect the agency's process for determining whether	New

			discrimination has occurred.	
E.2.b	When seeking legal sufficiency reviews, does the EEO office have access to sufficient legal resources separate from the agency representative? [see MD-110, Ch. 1(IV)(D)] If “yes”, please identify the source/location of the attorney who conducts the legal sufficiency review in the comments column.	Yes	Legal sufficiency reviews are conducted internally.	E.6.a
E.2.c	If the EEO office relies on the agency’s defensive function to conduct the legal sufficiency review, is there a firewall between the reviewing attorney and the agency representative? [see MD-110, Ch. 1(IV)(D)]	N/A	The EEO office does not rely on the agency’s defensive function to conduct the legal sufficiency review.	New
E.2.d	Does the agency ensure that its agency representative does not intrude upon EEO counseling, investigations, and final agency decisions? [see MD-110, Ch. 1(IV)(D)]	Yes		E.6.b
E.2.e	If applicable, are processing time frames incorporated for the legal counsel’s sufficiency review for timely processing of complaints? [see EEOC Report, <i>Attaining a Model Agency Program: Efficiency</i> (Dec. 1, 2004)]	Yes		E.6.c
 Compliance Indicator  Measures	E.3 - The agency has established and encouraged the widespread use of a fair alternative dispute resolution (ADR) program.	Measure Met? (Yes/No/NA)	Comments	
E.3.a	Has the agency established an ADR program for use during both the pre-complaint and formal complaint stages of the EEO process? [see 29 CFR §1614.102(b)(2)]	Yes		E.4.a
E.3.b	Does the agency require managers and supervisors to participate in ADR once it has been offered? [see MD-715, II(A)(1)]	Yes		E.4.c
E.3.c	Does the agency encourage all employees to use ADR, where ADR is appropriate? [see MD-110, Ch. 3(IV)(C)]	Yes		D.2.a
E.3.d	Does the agency ensure a management official with settlement authority is accessible during the dispute resolution process? [see MD-110, Ch. 3(III)(A)(9)]	Yes		New
E.3.e	Does the agency prohibit the responsible management official named in the dispute from having settlement authority? [see MD-110, Ch. 3(I)]	Yes		E.4.d

E.3.f	Does the agency annually evaluate the effectiveness of its ADR program? [see MD-110, Ch. 3(II)(D)]	Yes		New
 Compliance Indicator  Measures	E.4 – The agency has effective and accurate data collection systems in place to evaluate its EEO program.	Measure Met? (Yes/No/NA)	Comments	
E.4.a	Does the agency have systems in place to accurately collect, monitor, and analyze the following data:			
E.4.a.1	Complaint activity, including the issues and bases of the complaints, the aggrieved individuals/complainants, and the involved management official? [see MD-715, II(E)]	Yes		E.5.a
E.4.a.2	The race, national origin, sex, and disability status of agency employees? [see 29 CFR §1614.601(a)]	Yes		E.5.c
E.4.a.3	Recruitment activities? [see MD-715, II(E)]	Yes		E.5.f
E.4.a.4	External and internal applicant flow data concerning the applicants' race, national origin, sex, and disability status? [see MD-715, II(E)]	Yes		New
E.4.a.5	The processing of requests for reasonable accommodation? [29 CFR § 1614.203(d)(4)]	Yes		New
E.4.a.6	The processing of complaints for the anti-harassment program? [see EEOC Enforcement Guidance on Vicarious Employer Liability for Unlawful Harassment by Supervisors (1999), § V.C.2]	Yes		New
E.4.b	Does the agency have a system in place to re-survey the workforce on a regular basis? [MD-715 Instructions, Sec. I]	N/A	HRSA participates in the re-survey efforts of the Department.	New
 Compliance Indicator  Measures	E.5 – The agency identifies and disseminates significant trends and best practices in its EEO program.	Measure Met? (Yes/No/NA)	Comments	
E.5.a	Does the agency monitor trends in its EEO program to determine whether the agency is meeting its obligations under the statutes EEOC enforces? [see MD-715, II(E)] If “yes”, provide an example in the comments.	Yes	On an annual basis, the EEO program is assessed, in which trends related to RA, EEO complaint	E.5.e

			activity, and diversity are determined and compared to the Agency obligations.	
E.5.b	Does the agency review other agencies' best practices and adopt them, where appropriate, to improve the effectiveness of its EEO program? [see MD-715, II(E)] If "yes", provide an example in the comments.	Yes	HRSA's biannual Diversity and Inclusion Profile was adopted from the US Department of Agriculture when its activities associated with informing leadership of their workforce diversity profile were deemed best practices in ensuring EEO.	E.5.g
E.5.c	Does the agency compare its performance in the EEO process to other federal agencies of similar size? [see MD-715, II(E)]	Yes		E.3.a
Essential Element F: RESPONSIVENESS AND LEGAL COMPLIANCE				
This element requires federal agencies to comply with EEO statutes and EEOC regulations, policy guidance, and other written instructions.				
 Compliance Indicator	F.1 – The agency has processes in place to ensure timely and full compliance with EEOC Orders and settlement agreements.	Measure Met? (Yes/No/NA)	Comments	
 Measures				
F.1.a	Does the agency have a system of management controls to ensure that its officials timely comply with EEOC orders/directives and final agency actions? [see 29 CFR §1614.102(e); MD-715, II(F)]	Yes		F.1.a
F.1.b	Does the agency have a system of management controls to ensure the timely, accurate, and complete compliance with resolutions/settlement agreements? [see MD-715, II(F)]	Yes		E.3.a.6
F.1.c	Are there procedures in place to ensure the timely and predictable processing of ordered monetary relief? [see MD-715, II(F)]	Yes		F.2.a.1
F.1.d	Are procedures in place to process other forms of ordered relief promptly? [see MD-715, II(F)]	Yes		F.2.a.2

F.1.e	When EEOC issues an order requiring compliance by the agency, does the agency hold its compliance officer(s) accountable for poor work product and/or delays during performance review? [see MD-110, Ch. 9(IX)(H)]	N/A	The Agency has not had this issue; however, compliance officers will be held accountable for unsatisfactory work products in the event that this occurs.	F.3.a.
 Compliance Indicator  Measures	F.2 – The agency complies with the law, including EEOC regulations, management directives, orders, and other written instructions.	Measure Met? (Yes/No/NA)	Comments Indicator moved from E-III Revised	
F.2.a	Does the agency timely respond and fully comply with EEOC orders? [see 29 CFR §1614.502; MD-715, II(E)]	Yes		C.3.d
F.2.a.1	When a complainant requests a hearing, does the agency timely forward the investigative file to the appropriate EEOC hearing office? [see 29 CFR §1614.108(g)]	Yes		E.3.a.5
F.2.a.2	When there is a finding of discrimination that is not the subject of an appeal by the agency, does the agency ensure timely compliance with the orders of relief? [see 29 CFR §1614.501]	Yes		E.3.a.7
F.2.a.3	When a complainant files an appeal, does the agency timely forward the investigative file to EEOC’s Office of Federal Operations? [see 29 CFR §1614.403(e)]	Yes		New
F.2.a.4	Pursuant to 29 CFR §1614.502, does the agency promptly provide EEOC with the required documentation for completing compliance?	Yes		F.3.d (1 to 9)
 Compliance Indicator  Measures	F.3 - The agency reports to EEOC its program efforts and accomplishments.	Measure Met? (Yes/No/NA)	Comments	
F.3.a	Does the agency timely submit to EEOC an accurate and complete No FEAR Act report? [Public Law 107-174 (May 15, 2002), §203(a)]	Yes		New
F.3.b	Does the agency timely post on its public webpage its quarterly No FEAR Act data? [see 29 CFR §1614.703(d)]	Yes		New

MD-715 – PART H.1
AGENCY EEO PLAN TO ATTAIN THE ESSENTIAL ELEMENTS OF A MODEL EEO PROGRAM

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
C.2.b.5	The Agency does not process all accommodation requests within the time frame set forth in its reasonable accommodation procedures. [see MD-715, II(C)]

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
09/10/2014	Ensure all RA requests are processed within the timeframe set forth in the Agency's procedures for reasonable accommodation.	09/30/2018	09/30/2019 (modified)	

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
Director, OCRDI	Anthony Archeval	Yes
Deputy Director, OCRDI	Golda Philip	Yes
Manager, Accessibility Program	Katherine Slye-Griffin	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
02/28/2016	Recruit and hire a qualified manager to lead and oversee the activities of HRSA's Accessibility Team.	Yes		12/31/2019
9/30/2017	Deploy the web-based RA processing system for use by HRSA employees and management.	Yes		09/30/2017
09/30/2017	Finalize the RA Policy and Procedures Manual.	Yes		09/30/2017
09/30/2017	Provide a briefing to Diversity and Inclusion Council as well as the Council on Employees with Disabilities on the finalized RA Policy and Procedures Manual.	Yes	09/30/2019	
10/31/2017	Disseminate the finalized RA Policy and Procedures Manual.	Yes		09/30/2017
09/30/2017	Develop "RA Refresher Training for Managers and Supervisors" to acclimate HRSA management to the RAPT System.	Yes		09/30/2017
09/30/2018	Provide "RA Refresher Training for Managers and Supervisors" to acclimate HRSA management to the RAPT System and educate leaders on the revised RA policy and procedures.	Yes		09/30/2018
09/30/2018	Perform quarterly RA processing audits to access improvements in RA request processing times.	Yes		09/30/2018
09/30/2018	Report findings and key steps to be taken to address any	Yes		09/30/2018

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	barriers to improving processing times to leadership.			
09/30/2019	Continue to provide “RA Refresher Training for Managers and Supervisors” to HRSA management to discuss the RAPT System and educate leaders on the RA policy and procedures.	Yes		
09/30/2019	Continue to perform quarterly RA processing audits to access improvements in RA request processing times.	Yes		
09/30/2019	Continue to report findings and key steps to be taken to address any barriers to improving processing times to leadership.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2017	<p>For three years, HRSA has been working on revising the HRSA Reasonable Accommodations Policy and Procedures Manual. HRSA’s previous RA Policy and Procedures Manual was signed in November 2012 and contained unintended risks to HRSA’s RA Program. For example, the EEOC has historically required agencies to process 90 percent of all requests for RA within the timeframes established under agency RA policy. At HRSA, Section III, Part D of the RA Policy and Procedures Manual specifies that the Agency would approve or deny a request for RA in no more than 10 business days. Additionally, if a request was approved, the Agency had 10 business days to provide the accommodation to the requestor. A 5–year trend analysis (FY 2011 to FY 2015) was completed to analyze the appropriateness of these requirements. Despite clear improvements in the program’s processing times, the rapid processing</p>

	<p>requirements were an on-going risk for the Agency as it had been unable to meet the EEOC's 90 percent requirement. Based on the analysis, a more tenable requirement of 15 business days from "request to decision" and 30 days "decision to provision" was established by the modified policy. These changes also brought HRSA's procedures in line with processing times used by other HHS OPDIVs.</p> <p>The process of modifying the policy began in 2014 with a 9-month workgroup tasked with both the evaluation of RA program deficiencies and developing recommendations to improve program efficiency and effectiveness. That workgroup led to a number of critical program changes including the development and implementation of an RA processing system; increased training for HRSA staff and management; and implementation of a tiered, team approach for processing requests (instead of a single staff member processing all requests). HRSA implemented the final recommendation of the workgroup when the RA Policy was signed into effect following receipt of the Equal Employment Opportunity Commission's (EEOC) final approval on September 13, 2017.</p> <p>The policy itself was repeatedly refined over time as it was bargained with the Agency's union (the National Treasury Employees Union or NTEU) as well as being reviewed and approved by HRSA senior staff, the HHS Office of the Secretary, and the HHS Office of General Council. Additionally, when the EEOC released the final rule on Section 501 of the Rehabilitation Act of 1973 in January of this year, supplementary changes were made to ensure that HRSA's policy was fully compliant with all EEOC requirements.</p> <p>The policy and procedures manual is accessible to all employees and applicants via Internet. The Agency provides a refresher training to employees that covers key elements of the revised RA policy and procedures. With the new RA policy in place, HRSA expects to see a significant improvement in the efficiency of case processing. Improvements are already visible in processing requests for disability services such as sign language interpreting and personal assistant services. These requests occur and require fast processing allowing for real time data analysis. "Typical" requests for accommodation such as telework, schedule changes, and workstation modifications occur over longer periods of time due to the addition of procurement processes and extended periods of time for the interactive</p>
--	--

	<p>process. Accordingly, these results will be fully evaluated at the end of Fiscal Year 2018.</p>
<p>2018</p>	<p>In FY 2018, HRSA significantly improved RA case processing times. Specifically, the Agency processed a total of 238 cases in FY 2018. Fifty-eight percent (139) of HRSA's RA cases were decided within Agency timeline of 15 business days. On average, clients received decisions in 19.0 days. HRSA approved 63.9 percent (152) of the cases processed and, of those, 83.6 percent (127) were provided within Agency timeline of 30 business days. On average, clients received approved accommodations within 12.6 days of the decision. When looking at the overall RA process, total case processing averaged 27.0 days with 80.7 percent (192) of all case processing completed within the Agency timeline of 45 business days. Whereas HRSA processed 32 percent of its cases timely in FY 2017, the improved processing timeframes in FY 2018 reflect a 153 percent increase in the number of RA cases that were processed in a timely manner over the course of a single fiscal year.</p> <p>In FY 2019, the Agency will focus on timely decision making among managers through 1) continued RA training, 2) the implementation of a revised escalation plan outlining the steps to take to address unresponsive managers/supervisors, and 3) the use of DIP meetings to address responsiveness. Considering these activities as well as the pace in which HRSA is making improvements, the Agency anticipates the elimination of this program deficiency in FY 2019.</p>

MD-715 – PART H.2

AGENCY EEO PLAN TO ATTAIN THE ESSENTIAL ELEMENTS OF A MODEL EEO PROGRAM

Please describe the status of each plan that the agency has implemented to correct deficiencies in the EEO program.

If the agency did not address any deficiencies during the reporting period, please check the box.

Statement of Model Program Essential Element Deficiency

Type of Program Deficiency	Brief Description of Program Deficiency
	To ensure equal employment opportunity, the Agency does not evaluate managers and supervisors on specific efforts to:
C.3.b.1	Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings. [see MD-110, Ch. 3.I]
C.3.b.2	Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators. [see 29 CFR §1614.102(b)(6)]
C.3.b.3	Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation. [see MD-715, II(C)]
C.3.b.4	Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees. [see MD-715 Instructions, Sec. I]
C.3.b.5	Provide religious accommodations when such accommodations do not cause an undue hardship. [see 29 CFR §1614.102(a)(7)]
C.3.b.6	Provide disability accommodations when such accommodations do not cause an undue hardship. [see 29 CFR §1614.102(a)(8)]
C.3.b.7	Support the EEO program in identifying and removing barriers to equal opportunity. [see MD-715, II(C)]

Objective(s) and Dates for EEO Plan

Date Initiated (mm/dd/yyyy)	Objective	Target Date (mm/dd/yyyy)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
07/01/2019	Establish a mechanism in which to use to better rate managers and supervisors on their efforts to ensure EEO.	09/30/2020		
09/30/2020	Ensure managers and supervisors are fully rated on their commitment to EEO.	01/31/2021		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
EEO Director; HRSA Diversity and Inclusion Council Co-chair	Anthony F. Archeval	No
HR Director; HRSA Diversity and Inclusion Council Co-chair	Catherine Ganey	No
Chief Operating Officer	Wendy Ponton	No
HRSA Administrator	George Sigounas	No

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
09/30/2019	Explore the feasibility of revising existing performance standards to better rate managers and supervisors on their efforts to ensure EEO.	Yes		
04/01/2020	Based on feasibility outcome, devise a detailed set of standards to replace the existing measures or develop a guide that educates rating officials on what EEO activities should be taken into consideration when rating managers and supervisors on the	Yes		

Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
	current EEO performance standard.			
06/30/2020	Establish approval for Agency-wide implementation.	Yes		
09/30/2020	Brief rating officials on the performance expectations.	Yes		
12/31/2020	Remind rating officials of the rating requirement during the establishment of CY 2021 performance plans.	Yes		
01/31/2021	Rate 100 percent of managers and supervisors.	Yes		

Report of Accomplishments

Fiscal Year	Accomplishments
2018	<p>Although this is a new set of program deficiencies on which the Agency plans to take corrective action in FY 2019, preliminary discussions between OCRDI and OHR were held to discuss the best approach to eliminating this set of program deficiencies. Both entities agreed that a scorecard is needed to fully assess the commitment level of the Agency's managers and supervisors. Therefore, the Agency is considering revising the existing performance element and/or developing a scorecard to allow for more objective rating. The scorecard would consist of a set of factors by which the rater should use to review the managers/supervisors' full commitment to EEO. Additionally, an MD-715 Workgroup was formed to resolve this matter. The Agency intends for the workgroup to develop a scorecard for implementation in FY 2019. Accomplishments and/or plan modifications will be highlighted in the FY 2019 MD-715 Report.</p>

MD-715 – PART I
AGENCY EEO PLAN TO ELIMINATE IDENTIFIED BARRIER

Please describe the status of each plan that the agency implemented to identify possible barriers in policies, procedures, or practices for employees and applicants by race, ethnicity, and gender.

If the agency did not conduct barrier analysis during the reporting period, please check the box.

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

Source of the Trigger	Specific Workforce Data Table	Narrative Description of Trigger
<p>Federal Employee Viewpoint Survey</p> <p>MD-715 Workforce Data tables</p>		<p>In 2017, the Office of Civil Rights, Diversity and Inclusion (OCRDI) conducted a workforce analysis to detect conditions that may potentially limit employment opportunities for women at HRSA, and to inform the future HRSA Federal Women’s Program (FWP). OCRDI identified several areas of concern, or triggers, for female employees at HRSA, including:</p> <ul style="list-style-type: none"> • Black, Asian, and American Indian/Alaska Native females had less than expected rates in Senior Executive positions (SES); • White and Hispanic females had less than expected application and hiring rates compared to the Civilian Labor Force (CLF); • While White female representation increases as supervisory/senior grade levels increase, Hispanic and Black female representation decreases as supervisory/senior grade levels increase; • Asian and American Indian/Alaska Native (AI/AN) representation is low for mid-level (GS-13 & GS-14) managerial positions; and • All female race/national origin groups’ New Inclusion Quotient (IQ) Index and Employee Engagement Index (EEI) scores are below HRSA goals.

EEO Group(s) Affected by Trigger

EEO Group	
All Men	
All Women	X
Hispanic or Latino Males	
Hispanic or Latino Females	
White Males	
White Females	
Black or African American Males	
Black or African American Females	
Asian Males	
Asian Females	
Native Hawaiian or Other Pacific Islander Males	
Native Hawaiian or Other Pacific Islander Females	
American Indian or Alaska Native Males	
American Indian or Alaska Native Females	
Two or More Races Males	
Two or More Races Females	

Barrier Analysis Process

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Workforce Data Tables	Yes	Participation rates in the overall workforce, mission critical occupations and senior level positions; new hire and separation rates; awards and promotions data. Data was assessed in the aggregate as well as by race/national origin and gender.

Sources of Data	Source Reviewed? (Yes or No)	Identify Information Collected
Complaint Data (Trends)	Yes	Number of EEO cases filed by women at HRSA and the most alleged bases of discrimination and issues by race/national origin and gender.
Grievance Data (Trends)	No	
Findings from Decisions (e.g., EEO, Grievance, MSPB, Anti-Harassment Processes)	Yes	Findings from the EEO process
Climate Assessment Survey (e.g., FEVS)	Yes	New Inclusion Quotient and Employee Engagement Index scores
Exit Interview Data	pending	This review will occur in FY 2019
Focus Groups	pending	This review will occur in FY 2019
Interviews	pending	This review will occur in FY 2020
Reports (e.g., Congress, EEOC, MSPB, GAO, OPM)		
Other (Please Describe)		

Status of Barrier Analysis Process

Barrier Analysis Process Completed? (Yes or No)	Barrier(s) Identified? (Yes or No)
No	

Statement of Identified Barrier(s)

Description of Policy, Procedure, or Practice
N/A as barrier analysis is underway.

Objective(s) and Dates for EEO Plan

Objective	Date Initiated (mm/dd/yyyy)	Target Date (mm/dd/yyyy)	Sufficient Funding & Staffing? (Yes or No)	Modified Date (mm/dd/yyyy)	Date Completed (mm/dd/yyyy)
Conduct a needs assessment and barrier analysis of women employment at HRSA	10/01/2018	09/30/2020	Yes		

Responsible Official(s)

Title	Name	Performance Standards Address the Plan? (Yes or No)
EEO Director	Anthony F. Archeval	Yes
Federal Women's Program Manager	Jacqueline E. Calix	Yes

Planned Activities Toward Completion of Objective

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
10/31/2017	Conduct preliminary analysis of women employment at HRSA and inform key stakeholders of identified triggers		10/31/2017
09/30/2017	Develop needs assessment and barrier analysis plan		09/07/2017
03/01/2018	Implement plan		02/05/2018
03/31/2018	Conduct two conversations with women at headquarters and in the regional offices	4/30/2018	04/20/2018
01/28/2019	Conduct HRSA-Wide FWP Survey		02/26/2019

Target Date (mm/dd/yyyy)	Planned Activities	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
06/30/2019	Brief Key Stakeholders on FWP Survey Findings		
09/30/2019	Implement easy to accomplish tasks in the FWP		
12/30/2019	Conduct focus groups		
12/30/2019	Conduct key informant interviews		
02/01/2020	Analyze all data and determine whether barriers exist		
03/01/2020	Report findings to senior leadership and recommended corrective actions should barriers exist		

Report of Accomplishments

Fiscal Year	Accomplishments
2018	<p>HRSA relaunched its Federal Women’s Program (FWP) in FY 2018 to align with Executive Order 11478 that mandated departments and agencies to take affirmative steps to promote employment opportunities among protected groups. A fundamental aspect of the FWP is to identify and eliminate barriers to recruitment, hiring and advancement of women in the workplace. Therefore, in FY 2018, HRSA’s FWP conducted a workforce analysis of HRSA women demographics, applicant data, EVS survey, and other data sources. This workforce analysis was done to detect the presence of triggers associated with policies, procedures, practices, or conditions that may potentially limit employment opportunities for women as a whole and/or specific segments of the female workforce. This preliminary analysis revealed conditions that may indicate barriers for HRSA employees, but which require additional study to determine whether employment barrier(s) exist.</p> <p>As a result of the findings, OCRDI enlisted the research expertise of OPAE and the technical advisement from OWH to develop and implement a program needs assessment to determine the focus areas of the FWP as well as a barrier analysis to assist in determining whether employment barriers exist among women at HRSA. Data collection started in April 2018 with an invitation-only conversation with women at headquarters and in the regions. Based on the findings, the Agency is preparing to launch a 10-minute questionnaire in FY 2019 to validate the findings from the conversation as well as identify additional focus areas. Also, a series of focus group discussions with men and women will be conducted in FY 2019 to gain a deeper understanding of present</p>

	<p>conditions in the workplace that could impact employment matters among HRSA women, as gleaned from the workforce analysis findings. Interviews with key informants (i.e., special interest groups) will be used to discuss matters related to career development and advancement among women. Progress toward the completion of the FWP needs assessment and barrier analysis will be in subsequent MD-715 reports.</p>
--	--

MD-715 – Part J

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

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

Section I: Efforts to Reach Regulatory Goals

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

1. Using the goal of 12 percent as the benchmark, does your agency have a trigger involving PWD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

- | | | |
|--------------------------------|-------|------|
| a. Cluster GS-1 to GS-10 (PWD) | Yes 0 | No X |
| b. Cluster GS-11 to SES (PWD) | Yes X | No 0 |

HRSA has triggers involving PWDs in grade cluster GS-11 to SES. In FY 2018, the percentage of PWDs was 13.76 percent in the GS-1 to GS-10 cluster; however, the percentage of PWDs in cluster GS-11 to SES was 8.72 percent which is below the 12 percent benchmark.

* 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 percent as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

- | | | |
|---------------------------------|-------|------|
| a. Cluster GS-1 to GS-10 (PWTD) | Yes X | No 0 |
| b. Cluster GS-11 to SES (PWTD) | Yes X | No 0 |

HRSA has triggers involving PWTDs in both grade clusters. In FY 2018, the percentage of PWTDs was 1.83 percent in the GS-1 to GS-10 cluster and 1.57 percent in the GS-11 to SES cluster which are below the 2 percent benchmark.

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

Numerical goals are communicated to hiring managers at Diversity and Inclusion Profile meetings with bureau/office leadership. These goals are also communicated at senior staff meetings, Diversity and Inclusion Council meetings, and Council on Employees with Disabilities formal meetings as well as during relevant trainings to include reasonable accommodations and unconscious bias trainings.

Section II: Model Disability Program

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

PLAN TO PROVIDE SUFFICIENT & COMPETENT STAFFING FOR THE DISABILITY PROGRAM

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

Yes X No 0

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

Disability Program Task	Office/Division Responsible (EEO/ HR/ IT/ Facilities)	# of FTE Staff by Employment Status			Primary Point of Contact (Name, Title)
		Full Time	Part Time	Collateral Duty	
Processing applications from PWD and PWTD	HR			1	Chris Parker, Director, OHR Operations Division
Answering questions from public about hiring authorities that take disability into account	EEO/HR			2	B. Winona Chestnut, Disability Employment Program Manager
Processing reasonable accommodation requests from applicants and employees with disabilities	EEO	1			Katie Slye-Griffin, Reasonable Accommodations Manager
Section 508 Compliance	OIT			1	Lauren Taylor, IT Specialist
Architectural Barriers Act Compliance	EEO	1			Katie Slye-Griffin, Reasonable Accommodations Manager
Special Emphasis Program for PWD and PWTD	EEO			1	B. Winona Chestnut, Disability Employment Program Manager

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

Yes X No 0

- ADA Mid-Atlantic Conference
 - Barrier Analysis
 - COR Training
 - Disability Program Manager Training
 - JAN (Job Accommodation Network) webinars
 - Sick Leave and Reasonable Accommodation (hosted by LRP)
 - Successfully Navigating Performance and Conduct Issues Under the Rehabilitation Act (hosted by LRP)
 - Training on the Interactive Process (hosted by LRP)

PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Yes X No 0

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

HRSA has a central fund for RA services.

Section III: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICANTS WITH DISABILITIES

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

HRSA has a Disability Employment Program Manager who also serves as the Agency’s Selective Placement Program Coordinator. This individual is primarily responsible for recruiting individuals with a disability through direct and indirect contact. Additionally, human resources personnel are available to consult with persons with disabilities at various career fairs.

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

HRSA fully utilizes special hiring authorities to fill the Agency’s open positions and educates potential applicants on the process. Information can be obtained from 1) the Agency’s website, 2) human resources personnel, and 3) the Selective Placement Program Coordinator.

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 Agency accepts potential candidates who supply their Schedule A certificate and a letter of interest. The Agency’s human resources personnel determines eligibility and notifies the Selective Placement Program Coordinator who will alert the hiring officials of eligibility.

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

Yes 0 No X N/A 0

While the Agency has offered training on special hiring authorities, it is not mandatory for hiring officials to participate. In FY 2019, the Agency will determine whether it is feasible and necessary to have a mandatory training, as most hiring officials receive training (one-on-one or group) as appropriate. Additionally, OHR is developing a hiring guide for managers that will include all hiring authorities, including disability hiring authorities. OHR also meets with hiring managers when they are posting positions; disability hiring options are discussed at each of these pre-consultation meetings.

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.

HRSA has a list-serv of disability serving institutions and utilizes that list-serv to communicate job opportunities. Each year, the Agency reaffirms its relationship with these institutions as well as establishes partnerships with others.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

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

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

2. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the new hires for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- a. New Hires for MCO (PWD) Yes 0 No X
- b. New Hires for MCO (PWTD) Yes 0 No X

3. Using the relevant applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among the qualified *internal* applicants for any of the mission-critical occupations (MCO)? If “yes”, please describe the triggers below.

- a. Qualified Applicants for MCO (PWD) Yes X No 0
- b. Qualified Applicants for MCO (PWTD) Yes X No 0

Utilizing HRSA’s relevant applicant pool of 6.69 percent as the benchmark, the Agency identified triggers for PWDs and PWTDs among qualified internal applicants for mission-critical occupational series 0685 and 0343. The qualified internal applicant rate for MCO series 0343 and 0685 was 4.40 percent for PWD and 1.83 percent PWTD in FY 2018.

4. Using the qualified applicant pool as the benchmark, do triggers exist for PWD and/or PWTD among employees promoted to any of the mission-critical occupations? If “yes”, please describe the triggers below.

- a. Promotions for MCO (PWD) Yes 0 No X
- b. Promotions for MCO (PWTD) Yes X No 0

Utilizing HRSA's qualified applicant pool of 5.24 percent as the benchmark, the Agency identified triggers for PWTB among employees promoted to mission-critical occupations in FY 2018. There were no promotions among PWTBs in MCO series 0343, and 4.55 percent of the qualified applicant pool of PWTB was promoted in MCO 0685 in FY 2018.

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

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

A. ADVANCEMENT PROGRAM PLAN

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

To ensure PWD have sufficient opportunities for advancement, HRSA:

- Fosters strategic partnerships among HLI and the Agency's Disability Employment Program Manager to assess the applicant flow data associated with the Agency's career development programs and provide recommendations for improving participation rates among PWD as necessary.
- Communicates advancement opportunities to the Agency's Council on Employees with Disabilities to ensure broad dissemination.
- Posts detail opportunities on the Agency's SharePoint for easy access among PWD.

B. CAREER DEVELOPMENT OPPORTUNITIES

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

HRSA offered four formal career development programs in FY 2018: Mid-Level Development Program (MLDP), Senior Leadership Fellows Program, (SLFP), Administrative Professionals Career Enhancement Program (APCEP), and the Mentoring Now Program.

Mid-Level Development Program (MLDP) is a capacity-building initiative targeting HRSA employees at the GS-12 and GS-13 levels who have expressed an interest in leadership development and have a desire to become part of a pool of highly skilled and qualified employees who can be called upon to step into leadership roles as needs arise. Graduates of the Program increase their knowledge and skills in leadership, gain interdepartmental project experience, have exposure to HRSA leaders, and gain an increased understanding of HRSA's mission, challenges, and opportunities. As the largest population of employees at HRSA, developing leaders at this level is crucial to HRSA's future success as an Agency.

Senior Leader Fellowship Program (SLFP) is designed to ensure HRSA leaders are among the best in the Federal Government. Participants experience a broad spectrum of development opportunities based on best practices of renowned leadership programs in the public and private sector. The program includes self-reflection, industry and federal speakers, networking,

outside study and activities, executive coaching, and engaging discussion focused on the OPM Executive Core Qualifications (ECQs) and HRSA leadership competencies.

The Administrative Professionals Career Enhancement Program (APCEP) is a structured framework that employees who are in administrative roles/functions may use in developing and enhancing their current job performance as well as providing guidance for a long-term career path in the administrative profession or an alternative career path. The Program aims to help employees in administrative roles/functions enhance their skills necessary to be successful in their current position while promoting career growth and development.

The Mentoring Now Program is an OPDIV-wide mentoring program that creates a culture of knowledge-sharing with colleagues and prepares future leaders. The program serves to motivate, develop and retain talent by providing comprehensive mentoring on professional development and career advancement to the mentees.

In addition to the four formal career development programs offered by HRSA during this reporting period, employees seek guidance from their supervisors in the development of Individual Development Plans (IDPs). IDPs usually consist of a wide array of development opportunities that span the scope of the Agency’s formal career development programs. They are individually-tailored action plans that are used to develop specific competencies (knowledge and skills) needed to improve current performance or to prepare for new responsibilities. IDPs are used to invest in long term self-development while accomplishing important day-to-day work.

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	Unavailable	31	Unavailable	6.45%	Unavailable	0
Fellowship Programs	Unavailable	3	Unavailable	33.33%	Unavailable	33.33%
Mentoring Programs	76	76	7.89 %	7.89%	0%	0%
Coaching Programs	Unavailable	50	Unavailable	2.00%	Unavailable	0
Training Programs	Unavailable	64	Unavailable	9.38%	Unavailable	0
Detail Programs	Unavailable	Unavailable	Unavailable	Unavailable	Unavailable	Unavailable
Other Career Development Programs	183	96	8.74%	8.74%	0.55%	0.55%

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.

a. Qualified Applicants (PWD) Yes 0 No X

b. Selections (PWD) Yes 0 No X

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

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

C. AWARDS

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

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

Utilizing HRSA’s inclusion rate of 9.07 percent as the benchmark, the Agency identified triggers involving the percentage of PWDs and PWTDs who received Time Off and Cash Awards in FY 2018. PWDs received 6.15 percent in Time Off Awards of less than 9 hours and 9.11 percent in Time Off Awards of 9 or more hours. PWDs received 9.38 percent in Cash awards of \$500 or less; however, in Cash awards of \$500 or more, PWDs received 8.34 percent. Further, PWTDs received 0.77 percent in Time Off Awards of less than 9 hours and 1.60 percent in Time Off Awards of 9 or more hours. Lastly, PWTDs received 2.22 percent in Cash Awards of \$500 or less and 0.88 percent in Cash Awards of \$500 or more.

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

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

Utilizing HRSA’s inclusion rate of 9.07 percent as the benchmark, the agency identified a trigger involving the percentage of PWDs (6.42 percent) and PWTD (1.38 percent) who received a Quality Step Increase (QSI) in FY 2018.

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

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

N/A

D. PROMOTIONS

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

a. SES

i. Qualified Internal Applicants (PWD)	Yes 0	No 0 <u>N/A</u>
ii. Internal Selections (PWD)	Yes 0	No 0 <u>N/A</u>

b. Grade GS-15

i. Qualified Internal Applicants (PWD)	Yes X	No 0
ii. Internal Selections (PWD)	Yes X	No 0

c. Grade GS-14

i. Qualified Internal Applicants (PWD)	Yes X	No 0
ii. Internal Selections (PWD)	Yes X	No 0

d. Grade GS-13

i. Qualified Internal Applicants (PWD)	Yes X	No 0
ii. Internal Selections (PWD)	Yes X	No 0

Utilizing the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees as the benchmark (6.55 percent), HRSA identified triggers among PWDs for qualified internal applicants and selectees for promotions to the senior grade levels GS-13 through GS-15. There were no vacancies for SES positions. The GS-15 level had 0.55 percent PWDs among the qualified internal applicants with 0 percent internal selections. The GS-14 level had 1.43 percent PWDs among the qualified internal applicants with 1.43 percent internal selections made, and the GS-13 level had 0 percent PWDs qualified internal applicants and 0 percent internal selections.

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

a. SES

i. Qualified Internal Applicants (PWTD)	Yes 0	No 0	<u>N/A</u>
ii. Internal Selections (PWTD)	Yes 0	No 0	<u>N/A</u>

b. Grade GS-15

i. Qualified Internal Applicants (PWTD)	Yes X	No 0
ii. Internal Selections (PWTD)	Yes X	No 0

c. Grade GS-14

i. Qualified Internal Applicants (PWTD)	Yes X	No 0
ii. Internal Selections (PWTD)	Yes X	No 0

d. Grade GS-13

i. Qualified Internal Applicants (PWTD)	Yes X	No 0
ii. Internal Selections (PWTD)	Yes X	No 0

Utilizing the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees as the benchmark (6.55 percent), HRSA identified triggers among PWTDs for qualified internal applicants and selectees for promotions to the senior grade levels GS-13 through GS-15. There were no vacancies for SES positions. The GS-15 level had 0.50 percent PWTDs among the qualified internal applicants with 0 percent internal selections. The GS-14 level had 0 percent PWTDs among the qualified internal applicants with 0 percent internal selections made, and the GS-13 level had 0 percent PWTD qualified internal applicants and 0 percent internal selections.

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

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

Utilizing HRSA’s qualified applicant pool (5.24 percent) as a benchmark, HRSA identified triggers involving PWDs. In FY 2018, PWD amongst the qualified applicant pools are as follows: SES (5.59 percent); GS-15 (3.28 percent); GS-14 (5.16 percent), and GS-13 (1.82 percent).

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

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

Utilizing HRSA’s qualified applicant pool (5.24 percent) as a benchmark, HRSA identified triggers involving PWTDs. In FY 2018, PWTD amongst the qualified applicant pools are as follows: SES (1.86 percent); GS-15 (2.19 percent); GS-14 (1.47 percent), and GS-13 (1.82 percent).

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

a. Executives

- | | | |
|--|-------|-----------------|
| i. Qualified Internal Applicants (PWD) | Yes 0 | No 0 <u>N/A</u> |
| ii. Internal Selections (PWD) | Yes 0 | No 0 <u>N/A</u> |

b. Managers

- | | | |
|--|-------|-----------------|
| i. Qualified Internal Applicants (PWD) | Yes 0 | No 0 <u>N/A</u> |
| ii. Internal Selections (PWD) | Yes 0 | No 0 <u>N/A</u> |

c. Supervisors

- | | | |
|--|-------|------|
| i. Qualified Internal Applicants (PWD) | Yes X | No 0 |
| ii. Internal Selections (PWD) | Yes X | No 0 |

Utilizing the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees as the benchmark (6.55 percent), HRSA identified triggers involving PWDs among the qualified internal applicants and/or selectees for promotions to supervisory positions in FY 2018. There were no Internal vacancies for Executive positions; however, PWDs represented 0.73 percent of the qualified internal applicants for supervisory positions. In addition, PWDs represented 5.56 percent of the selections for supervisory positions in FY 2018.

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

a. Executives

- i. Qualified Internal Applicants (PWTD) Yes 0 No 0 N/A
- ii. Internal Selections (PWTD) Yes 0 No 0 N/A

b. Managers

- i. Qualified Internal Applicants (PWTD) Yes 0 No 0 N/A
- ii. Internal Selections (PWTD) Yes 0 No 0 N/A

c. Supervisors

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

Utilizing the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees as the benchmark (6.55 percent), HRSA identified triggers involving PWTDs among the qualified internal applicants and/or selectees for promotions to supervisory positions in FY 2018. There were no Internal vacancies for Executive positions in FY 2018. However, PWTDs represented 0.36 percent of the qualified internal applicants but were not amongst the selections for Supervisory positions in FY 2018.

7. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

- a. New Hires for Executives (PWD) Yes 0 No X
- b. New Hires for Managers (PWD) Yes 0 No 0 N/A
- c. New Hires for Supervisors (PWD) Yes 0 No X

8. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the selectees for new hires to supervisory positions? If “yes”, describe the trigger(s) in the text box.

- a. New Hires for Executives (PWTD) Yes X No 0
- b. New Hires for Managers (PWTD) Yes 0 No 0 N/A
- c. New Hires for Supervisors (PWTD) Yes 0 No X

Utilizing the qualified applicant pool of 5.24 percent as a benchmark, HRSA identified triggers involving PWTDs among selectees for new hires for supervisory positions in FY 2018. PWTDs represented 16.96 percent of the new hires for supervisory positions. However, they represented 5.08 percent of the new hires for executive positions in FY 2018 which is below the qualified applicant pool.

Section V: Plan to Improve Retention of Persons with Disabilities

To be a model employer for persons with disabilities, agencies must have policies and programs in place to retain employees with disabilities. In the sections below, agencies should: (1) analyze workforce separation data to identify

barriers retaining employees with disabilities; (2) describe efforts to ensure accessibility of technology and facilities; and (3) provide information on the reasonable accommodation program and workplace personal assistance services.

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

Yes 0 No X N/A 0

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

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

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

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

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

No trigger exists involving the separation rates of PWDs and PWTDs in FY 2018.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

<https://www.hrsa.gov/about/508-resources.html>

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

HRSA headquarters and regional offices are located in privately owned buildings which are governed by ADA. Accordingly, no ABA notice is posted on the website.

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.

- OCRDI includes Section 508 requirements in its RA Trainings for Managers and Supervisors, RA Training for Employees, and New Employee Orientation.
- OCRDI works collaboratively with HRSA's 508 Team in OIT to track Section 508 complaints and work to provide immediate, alternative options in circumstances where a system is not fully accessible.
- OCRDI provides technical assistance to HRSA Bureaus and Offices to ensure equal access for persons with disabilities.
- OCRDI reviews building plans for compliance with 2010 DOJ ADA Standards on an as needed basis. In FY 2018, OCRDI consulted on plans for a regional office that is under construction and was not fully accessible. The plans were revised to bring the space into compliance. Additionally, OCRDI staff completed two in-person reviews of regional offices.

C. REASONABLE ACCOMMODATION PROGRAM

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

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

HRSA processed a total of 238 cases in FY 2018. Fifty-eight percent (139) of HRSA's RA cases were decided within Agency timeline of 15 business days. On average, clients received decisions in 19.0 days. HRSA approved 63.9 percent (152) of the cases processed and, of those, 83.6 percent (127) were provided within Agency timeline of 30 business days. On average, clients received approved accommodations within 12.6 days of the decision. When looking at the overall RA process, total case processing averaged 27.0 days with 80.7 percent (192) of all case processing completed within the Agency timeline of 45 business days.

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

HRSA has reported a program deficiency related to timely processing of RA requests since the FY 2014 MD-715 report. Since that time HRSA has diligently worked to improve its RA process; provide RA training to employees, managers, and supervisors; train the Accessibility Specialists who process cases; develop and rollout an RA Processing and Tracking System; and rewrite the RA policy and procedures to improve the effectiveness of the process. HRSA's RA caseload has continued to rise during this same period (150 cases in FY 2014 and 271 cases in FY 2017) and HRSA began providing EEO services (including RA processing) to AHRQ in FY 2017. Even so, HRSA has effectively managed the caseload, focusing on accommodation solution effectiveness during the interactive process. Multiple employees have commented that their accommodations have improved their work environments and allowed them to engage successfully in their work. While timeliness remains a critical goal for the program, the fact that the elements of the program are now solidified indicates that HRSA should be able to reach its internal goal of processing 90 percent of cases within the agency timeframes by the end of FY 2019.

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

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

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

HRSA has one employee who is eligible for PAS services. The employee used the service in FY 2018 and reported no problems. As with other disability services, the program is monitored through quarterly reviews, which include client check-ins and data analysis on request processing and service provision. Based on the data collected, the program is fully effective as all request processing and service provision was 100 percent timely. Further, the client reports being fully satisfied with the services received.

In regards to training, HRSA's RA Training for Managers/Supervisors and the subsequent course, RA Refresher for Managers/Supervisors, review the similarities and differences between PAS and other service types (sign language interpreting, readers, escorts, etc.), as well as the process used to make a request for such services.

Section VI: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING THE FAILURE TO ACCOMMODATE

- Did failure to accommodate fall within the top three issues alleged in the agency's EEO counseling activity during the last fiscal year?

Yes	X	No	0	N/A	0
-----	---	----	---	-----	---
- Did failure to accommodate fall within the top three issues alleged in the agency's formal complaints during the last fiscal year?

Yes	X	No	0	N/A	0
-----	---	----	---	-----	---

3. In cases alleging the failure to provide reasonable accommodation, did any result in a finding against the agency or a settlement agreement during the last fiscal year?

Yes 0 No X N/A 0

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

N/A

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

1. Did disability status fall within the top three bases alleged in the agency's EEO counseling activity during the last fiscal year?

Yes X No 0 N/A 0

2. Did disability status fall within the top three bases alleged in the agency's formal complaints during the last fiscal year?

Yes X No 0 N/A 0

3. In cases alleging discrimination based on disability status, did any result in a finding against the agency or a settlement agreement during the last fiscal year?

Yes 0 No X N/A 0

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

N/A

Section VII: Identification and Removal of Barriers

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

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

Yes 0 No X

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

Yes 0 No 0 N/A X

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

Trigger 1				
Barrier(s)	N/A			
Objective(s)				
Responsible Official(s)				
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)
Fiscal Year	Accomplishments			
2018	<p>The Agency recognizes that a thorough barrier analysis has not been performed on the Disability Employment Program in a number of years. As a result, the Agency has decided to conduct a new barrier analysis to determine whether the barriers that were identified in previous MD-715 reports remain relevant and/or whether new barriers should be noted and eliminated. Therefore, in FY 2018, the Agency did not undergo a barrier analysis of disability employment. Instead, time was devoted to preparing special emphasis program managers for the upcoming barrier analysis. This includes but does not limit preparation activities to reviewing trend data to determine triggers, educating key stakeholders on the findings, and strengthening skillset associated with barrier analysis through targeted trainings. The Agency is preparing to conduct barrier analysis on individuals with disabilities in FY 2019. Outcomes will be highlighted in subsequent MD-715 reports.</p>			

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

Yes 0 No 0 N/A 0

N/A

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

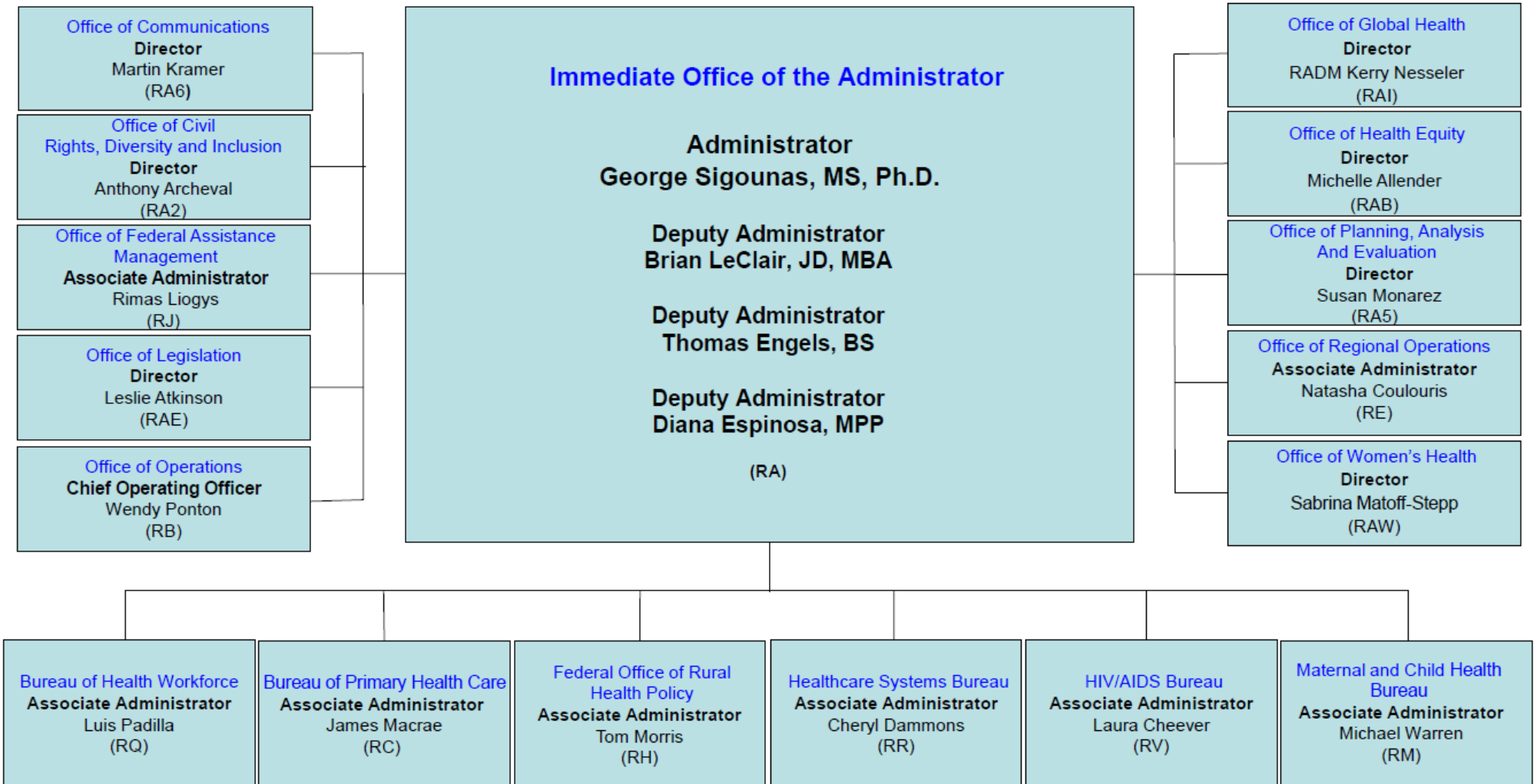
N/A

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.

N/A

Health Resources and Services Administration

6/27/2019



APPENDIX B: HRSA EEO AND ANTI-HARASSMENT POLICY STATEMENTS



DEPARTMENT OF HEALTH & HUMAN SERVICES

Health Resources and Services
Administration

Rockville MD 20857

HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) POLICY STATEMENTS ON EQUAL EMPLOYMENT OPPORTUNITY (EEO) AND PROHIBITED DISCRIMINATION AND ANTI-HARASSMENT

HRSA EEO and Prohibited Discrimination Policy

As HRSA strives to improve community health and achieve health equity, HRSA will continue to foster a work environment free from unlawful discrimination. HRSA will not tolerate employment discrimination on the bases of race, color, religion, national origin, sex, pregnancy, gender identity, sexual orientation, age, disability (physical or mental), genetic information, or retaliation for opposing discriminatory practices or participating in the discrimination complaint process. This applies to all terms and conditions of employment, including recruitment, hiring, promotions, transfers, reassignments, training, career development, benefits, and separation. In addition, HRSA will provide reasonable accommodation to qualified individuals with disabilities and accommodations for religious practices in accordance with applicable laws and procedures.

HRSA's Office of Civil Rights, Diversity and Inclusion (OCRDI) is responsible for administering an impartial and effective [complaints management process](#) to address and resolve complaints of employment discrimination at the earliest possible stage. Employees may report allegations of discrimination to OCRDI at 5600 Fishers Lane, 14N152, Rockville, MD or (301) 443-5636. The regulations governing the Federal Equal Employment Opportunity (EEO) complaint process are found in Title 29 of the Code of Federal Regulations (C.F.R.) Part 1614. Employees seeking redress under this process must contact an EEO counselor in person, by phone, by email, or in writing within *45 calendar days* of the date of the alleged incident, or they may raise discrimination issues through the [Administrative or Negotiated Grievance Procedures](#), as appropriate. Employees may also report allegations to their immediate supervisor or a management official in their chain of command. While a discrimination allegation may be raised through these additional avenues, it does not constitute initiation of an EEO complaint with an EEO Counselor through the Federal sector EEO complaint process, and it does not extend the 45-day time limit to initiate an EEO complaint with OCRDI. Managers and supervisors will be held accountable for achieving HRSA's adherence to this policy.

While political affiliation, status as a parent, marital status, military service or any other non-merit based factors are not listed as protected bases under Title VII of the Civil Rights Act of 1964, discrimination on these bases is covered under HHS policy and strictly prohibited by HRSA. If a complaint is filed under one of the aforementioned bases, the DHHS EEO Office will issue a Final Agency Decision on the merits of the claim within 60 calendar days of its receipt of the complaint file. Complaints filed solely on these bases will not proceed to the U.S. Equal Employment Opportunity Commission. Other avenues of redress available to raise a claim of discrimination include the Administrative Grievance Procedures referenced above. Employees may file either an EEO complaint or a Grievance, but not both.

APPENDIX B: HRSA EEO AND ANTI-HARASSMENT POLICY STATEMENTS

HRSA Policy Statements on EEO and
Prohibited Discrimination and Anti-Harassment
Page 2

HRSA Anti-Harassment Policy

HRSA has a zero tolerance for workplace harassment, including sexual harassment, and other forms of harassment based on race, color, religion, national origin, sex, pregnancy, gender identity, parental status, sexual orientation, age, disability (physical or mental), and genetic information.

Workplace harassment is defined as any unwelcome, hostile, or offensive conduct that interferes with an individual's performance or creates an intimidating, hostile, or offensive work environment. Harassment by or against HRSA employees, applicants, contract employees, clients, customers, and anyone doing business with HRSA is prohibited.

Sexual harassment involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when: (1) submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of one's employment, or (2) submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or (3) such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive work environment.

Both supervisors and employees bear responsibility in maintaining a work environment free from workplace and sexual harassment. Employees should immediately report such conduct to their supervisor, another management official, Office of Human Resources (OHR) or OCRDI. Harassment claims will be handled confidentially to the greatest extent possible. If an employee brings an issue of harassment to a supervisor's attention, the supervisor must promptly consult with an OHR Labor and Employee Relations (LER) Specialist and investigate the matter, and take appropriate and effective corrective action, as necessary. Allegations of discrimination and harassment will be taken seriously and appropriate corrective action, up to and including termination, will be taken if allegations are substantiated.

HRSA will not tolerate retaliation against any employee for reporting matters under this policy or procedure, or for assisting in any inquiry about such a report. Supervisors are strongly encouraged to seek guidance from OCRDI staff, Human Resources staff, or the Office of the General Counsel when addressing issues of discrimination, retaliation, or harassment.

2/23/2018
Date

/George Sigounas/
George Sigounas, MS, Ph.D., Administrator

APPENDIX

Related Laws, Executive Orders, and Resources:

Title VII of the Civil Rights Act of 1964: <http://www.eeoc.gov/laws/statutes/titlevii.cfm>

Rehabilitation Act of 1973, as amended: <http://www.eeoc.gov/laws/statutes/rehab.cfm>

Age Discrimination in Employment Act of 1967, as amended:
<http://www.eeoc.gov/laws/types/age.cfm>

Equal Pay Act of 1963, as amended: <http://www.eeoc.gov/laws/statutes/epa.cfm>

Guidelines on Religious Exercise and Religious Expression in the Federal Workplace:
<http://www.eeoc.gov/laws/types/religion.cfm>

Pregnancy Discrimination Act of 1978: <http://www.eeoc.gov/laws/statutes/pregnancy.cfm>

Genetic Information Nondiscrimination Act of 2008:
<http://www.eeoc.gov/laws/statutes/gina.cfm>

Executive Order 13152, as amended by Executive Order 11478:
<http://www.archives.gov/federal-register/codification/executive-order/11478.html>

Executive Order 11478, as amended by Executive Order 13087:
<http://www.eeoc.gov/federal/otherprotections.cfm>

U.S. Office of Special Counsel: <http://www.osc.gov>

HHS Statement on Rights of Lesbian, Gay, Bisexual, and Transgender (LGBT) Individuals:
<http://www.hhs.gov/about/news/2014/06/03/hhs-secretary-sebelius-statement-observing-lgbt-pride-month.html>

HRSA's Handling Workplace Harassment Policy:
<https://sharepoint.hrsa.gov/oo/ohr/Shared%20Documents/HRSA%202015%20SOP%20Handling%20Workplace%20Harassment.pdf>

APPENDIX D: HRSA POLICY STATEMENT ON NOTIFICATION AND FEDERAL EMPLOYEE ANTIDISCRIMINATION AND RETALIATION ACT OF 2002



DEPARTMENT OF HEALTH & HUMAN SERVICES

Health Resources and Services
Administration

Rockville MD 20857

HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) POLICY STATEMENT ON NOTIFICATION AND FEDERAL EMPLOYEE ANTIDISCRIMINATION AND RETALIATION ACT OF 2002 (NO FEAR ACT)

No FEAR Act Notice

On May 15, 2002, Congress enacted the "Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002," which is now known as the No FEAR Act. One purpose of the Act is to "require that Federal agencies be accountable for violations of antidiscrimination and whistleblower protection laws." Click on the following link for more information about the Act: <http://www.opm.gov/information-management/no-fear-act>.

Antidiscrimination Laws

A Federal agency cannot discriminate against an employee or applicant with respect to the terms, conditions or privileges of employment on the bases of race, color, religion, sex (pregnancy, gender identity, and sexual orientation), national origin, age, disability, genetic information, retaliation, marital status, or political affiliation. Discrimination on these bases is prohibited by one or more of the following statutes: 5 U.S.C. 2302(b) (1), 29 U.S.C. 206(d), 29 U.S.C. 631, 42 U.S.C. 2000ff-1(a)(1), 29 U.S.C. 633a, 29 U.S.C. 791, and 42 U.S.C. 2000e-16.

- If you believe that you have been the victim of unlawful discrimination on the bases of race, color, religion, sex (pregnancy, gender identity, and sexual orientation), national origin, age, disability, genetic information, or retaliation, you must contact an Equal Employment Opportunity (EEO) counselor within 45 calendar days of the alleged discriminatory action, or, in the case of a personnel action, within 45 calendar days of the effective date of the action, before you can file a formal complaint of discrimination with your agency. See [Title 29 of the Code of Federal Regulations \(C.F.R.\) Part 1614](#).
- If you believe that you have been the victim of unlawful discrimination based on age, you must either contact an EEO counselor as noted above or give notice of intent to sue to the Equal Employment Opportunity Commission (EEOC) within 180 days of the alleged discriminatory action.
- If you are alleging discrimination based on marital status or political affiliation, you may file a written complaint with the U.S. Office of Special Counsel (OSC) (*see* contact information below).
- In the alternative (or in some cases, in addition), you may pursue a discrimination complaint by filing a grievance through [HRSA's administrative or negotiated grievance procedures](#), if such procedures apply and are available.

APPENDIX D: HRSA POLICY STATEMENT ON NOTIFICATION AND FEDERAL EMPLOYEE ANTIDISCRIMINATION AND RETALIATION ACT OF 2002

HRSA Policy Statement on No FEAR Act
Page 2

Whistleblower Protection Laws

A Federal employee with authority to take, direct others to take, recommend or approve any personnel action must not use that authority to take or fail to take, or threaten to take or fail to take, a personnel action against an employee or applicant because of disclosure of information by that individual that is reasonably believed to evidence violations of any law, rule or regulation; gross mismanagement; gross waste of funds; an abuse of authority; or a substantial and specific danger to public health or safety, unless disclosure of such information is specifically prohibited by law and such information is specifically required by Executive Order to be kept secret in the interest of national defense or the conduct of foreign affairs.

Retaliation against an employee or applicant for making a protected disclosure is prohibited by 5 U.S.C. 2302(b)(8). If you believe that you have been the victim of whistleblower retaliation, you may file a written complaint (Form OSC-11) with the U.S. Office of Special Counsel at 1730 M Street NW, Suite 218, Washington, DC 20036-4505 or online through the OSC Website: <http://www.osc.gov>

Retaliation for Engaging in Protected Activity

A Federal agency cannot retaliate against an employee or applicant because that individual exercises his or her rights under any of the Federal Antidiscrimination or Whistleblower Protections Laws listed above.

If you believe that you are a victim of retaliation for engaging in protected activity, you must follow, as appropriate, the procedures described in the Antidiscrimination Laws and Whistleblower Protection Laws sections or, if applicable, the administrative or negotiated grievance procedures in order to pursue any legal remedy.

Disciplinary Actions

Under the existing laws, each agency retains the right, where appropriate, to discipline a Federal employee who has engaged in discriminatory or retaliatory conduct, up to and including removal.

If OSC has initiated an investigation under 5 U.S.C. 1214, however, according to 5 U.S.C. 1214(f), agencies must seek approval from the Special Counsel to discipline employees for, among other activities, engaging in prohibited retaliation.

Nothing in the No FEAR Act alters existing laws or permits an agency to take unfounded disciplinary action against a Federal employee or to violate the procedural rights of a Federal employee who has been accused of discrimination.

APPENDIX D: HRSA POLICY STATEMENT ON NOTIFICATION AND FEDERAL EMPLOYEE
ANTIDISCRIMINATION AND RETALIATION ACT OF 2002

HRSA Policy Statement on No FEAR Act
Page 3

Additional Information

For further information regarding the No FEAR Act regulations, refer to [5 C.F.R. Part 724](#), as well as HRSA's Office of Civil Rights, Diversity and Inclusion or the Office of Human Resources. Additional information regarding Federal Antidiscrimination, Whistleblower Protection and Retaliation Laws can be found at the EEOC Website: <http://www.eeoc.gov> and the OSC Website: <http://www.osc.gov>.

Existing Rights Unchanged

Pursuant to section 205 of the No FEAR Act, neither the Act nor this notice creates, expands or reduces any rights otherwise available to any employees, former employees or applicants under the laws of the United States, including the provisions of law specified in 5 U.S.C. 2302(d).

2/23/2018
Date

/George Sigounas/
George Sigounas, MS, Ph.D., Administrator

**APPENDIX D: HRSA POLICY STATEMENT ON NOTIFICATION AND FEDERAL EMPLOYEE
ANTIDISCRIMINATION AND RETALIATION ACT OF 2002**



DEPARTMENT OF HEALTH & HUMAN SERVICES

Health Resources and Services
Administration

Rockville MD 20857

**HEALTH RESOURCES AND SERVICES ADMINISTRATION
POLICY STATEMENT
ON
WORKFORCE DIVERSITY AND INCLUSION**

The Health Resources and Services Administration (HRSA) is committed to promoting diversity and inclusion in the workplace as it accomplishes its mission to improve health and achieve health equity through access to quality services, a skilled health workforce, and innovative programs.

We define diversity as all the ways in which people differ, including but not limited to age, race, ethnicity, national origin, gender, gender identity, sex, sexual orientation, mental or physical abilities, primary language, education, socioeconomic status, religion, work experience, cultural values, geographic location, family status, organizational level, work style, philosophical views, veteran status, and intellectual perspectives.

Inclusion is the process of enabling the full participation and contribution of all human resources in support of the mission of the organization by eliminating implicit and explicit barriers to engagement in every aspect of work-life and operations. Leveraging the diverse talents and attributes of the entire workforce will empower the full potential of all employees and contribute significantly to achieving the HRSA mission. This can be accomplished by ensuring fairness when configuring work opportunities, business processes, functional operations, rewards systems, work-life balance options, professional interactions, communications, information sharing, and decision-making.

We strive to attract, recruit, retain and develop a workforce that is expansive along many dimensions, and to leverage the diverse knowledge and experiences of all our employees. Managers, supervisors, and employees share HRSA's commitment to diversity and inclusion throughout the Agency. This includes increasing employment and advancement opportunities for groups that are underrepresented in the workforce by (1) actively incorporating innovative methods to improve our outreach efforts and (2) creating a workplace culture that ensures fairness in the selection of individuals for career development programs and promotional opportunities.

This policy statement aims to leverage a well-managed, diverse and inclusive workforce. Embracing this policy statement will improve our organizational efficiency and effectiveness and create a culture of innovation, opportunity, and success within HRSA that capitalizes on our diverse workforce, ultimately delivering value to our stakeholders.

August 9, 2018

Date

/George Sigounas/

George Sigounas, MS, Ph.D., Administrator