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

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

Section I: Efforts to Reach Regulatory Goals

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

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

   a. Cluster GS-1 to GS-10 (PWD)   Answer   No

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

The percentage of PWD in the GS-11 to SES cluster was 9.47% in FY 2021, which fell below the goal of 12%.

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

2. Using the goal of 2% as the benchmark, does your agency have a trigger involving PWTD by grade level cluster in the permanent workforce? If "yes", describe the trigger(s) in the text box.

   a. Cluster GS-1 to GS-10 (PWTD)   Answer   No

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

The percentage of PWTD in the GS-11 to SES cluster was 1.45% in FY 2021, which fell below the goal of 2%.

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numarical Goal	--	12%		2%	
Grades GS-1 to GS-10	167998	23467	13.97	4657	2.77
Grades GS-11 to SES	203936	18732	9.19	2841	1.39

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

The numerical goals, additional information about the Disability Program and resources are available on the ORMDI website.

Section II: Model Disability Program

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

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

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

Answer   No

Sufficient funding needs to be provided to leverage additional qualified personnel to effectively administer the PWD Program. Program Manager (PM) has requested additional qualified support to assist with the governance of the RA/PAS program agency-wide. However, PM does not have final authorization/determination as to if the request went forward.

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

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Answering questions from the public about hiring authorities that take disability into account	1	0	192	Roberto Rojo National Disability Employment Program Manager roberto.rojo@va.gov
Special Emphasis Program for PWD and PWTD	1	0	154	Roberto Rojo National Disability Employment Program Manager roberto.rojo@va.gov
Processing reasonable accommodation requests from applicants and employees	1	0	187	Dr. Andreé M. Sutton Chief of Reasonable Accommodation Andree.Sutton@va.gov
Processing applications from PWD and PWTD	1	0	192	Roberto Rojo National Disability Employment Program Manager roberto.rojo@va.gov
Section 508 Compliance	24	0	0	Pat Sheehan Director, VA Section 508 Office Pat.Sheehan@va.gov
Architectural Barriers Act Compliance	1	0	45	Roberto Rojo National Disability Employment Program Manager roberto.rojo@va.gov

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

Answer   Yes

In FY 2021, the National Disability Program Manager leveraged training as well as guidance materials from the following sources: Department of Labor (DOL) Office of Disability Employment Policy, Federal Exchange on Employment & Disability, and Employee Assistance and Resource Network on Disability Inclusion (EARN). The RA Services Office has conducted 78 training sessions to VA staff nationally.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Answer   No

Sufficient funding needs to be provided to leverage additional qualified personnel to effectively administer the PWD Program. PMs have requested additional qualified support to assist with the governance of the RA/PAS program agency wide. However, the PM does not have final authorization/determination as to if the request went forward.

Section III: Program Deficiencies In The Disability Program

Brief Description of Program Deficiency	B.4.a.10. to effectively manage its reasonable accommodation program? [see 29 CFR §1614.203(d)(4)(ii)]		
Objective	Hire additional staff to support the RA program.		
Target Date	Dec 31, 2020		
Completion Date			
Planned Activities	*Target Date*	*Completion Date*	*Planned Activity*
	Dec 31, 2020		Hire additional staff to support all aspects of the RA program.
Accomplishments	*Fiscal Year*	*Accomplishment*	
	2021	Provided a contractor to assist with the RA SharePoint site and data management.	
	2019	The RA Staff Office hired a management analyst to aid in the development of the system and monitor and track RA data once the system is developed.	

Brief Description of Program Deficiency	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]		
Objective	Increase staffing for Departmental SEPs.		
Target Date	Dec 31, 2020		
Completion Date			
Planned Activities	*Target Date*	*Completion Date*	*Planned Activity*
	Dec 31, 2020		Fill two SEP vacancies that VA currently has to ensure effective, efficient and well-managed SEPs.
Accomplishments	*Fiscal Year*	*Accomplishment*	
	2019	An individual who completed a rotational assignment in the Office of Diversity and Inclusion through the U.S. Office of Personnel Management's Presidential Management Fellows Program was later converted to a career appointment. Subsequently, the individual was assigned to the position of Program Specialist and serves as the Departmental American Indian and Alaska Native Program Manager and the Federal Women's Program Manager.	

Brief Description of Program Deficiency	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)]		
Objective	Establish firewall between RA Program Manager and the EEO Director.		
Target Date	Apr 3, 2020		
Completion Date			
Planned Activities	*Target Date*	*Completion Date*	*Planned Activity*
	Feb 28, 2020		Identify the firewall needed between the RA Program Manager and the EEO Director.
	Mar 31, 2020		Implement the firewall.
Accomplishments	*Fiscal Year*	*Accomplishment*	

Brief Description of Program Deficiency	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If "no", please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.		
Objective	Deploy a standardized system to track RA requests across VA.		
Target Date	Jul 31, 2019		
Completion Date			
Planned Activities	*Target Date*	*Completion Date*	*Planned Activity*
	May 31, 2019	December 10, 2021	Develop an enterprise-wide system to track RA requests.
	Jun 28, 2019	July 30, 2021	Test the system.
	Jul 31, 2019		Deploy the system.
Accomplishments	*Fiscal Year*	*Accomplishment*	
	2018	VA has gathered system requirements and established rules regarding mandatory usage of system.	
	2019	The RA Staff Office hired a management analyst to aid in the development of the system and monitor and track RA data once the system is developed.	
	2021	VA has completed development of the system and has trained all RACs on usage of the system.	
	2020	VA has contracted with Microsoft to develop an Administration wide system. Processing maps have been created and provided to the contractor and development of the system has already begun.	

Brief Description of Program Deficiency	C.2.c.1. Does the agency post its procedures for processing requests for Personal Assistance Services on its public website? [see 29 CFR §1614.203(d)(5)(v)] If "yes", please provide the internet address in the comments column.		
Objective	Post PAS procedures on VA's public website.		
Target Date	Sep 30, 2019		
Completion Date			
Planned Activities	*Target Date*	*Completion Date*	*Planned Activity*
	Sep 30, 2019		Post PAS procedures on VA's public website.
Accomplishments	*Fiscal Year*	*Accomplishment*	
	2019	Content contained on the VA Pulse Community of Practice provides RA specific policy guidance, operational procedures, blogs, presentations and additional resource available for in-service trainings, and individual access for supervisors and managers to garner knowledge regarding the RA process.	

Brief Description of Program Deficiency	C.3.b.6. Provide disability accommodations when such accommodations do not cause an undue hardship? [see 29 CFR §1614.102(a)(8)]		
Objective	Require all rating officials to evaluate all managers and supervisors on the EEO element.		
Target Date	Sep 30, 2020		
Completion Date			
Planned Activities	*Target Date*	*Completion Date*	*Planned Activity*
	Oct 1, 2019		Update HR guidance for rating officials to evaluate managers and supervisors on their performance under the EEO element.
Accomplishments	*Fiscal Year*	*Accomplishment*	
	2021	ORMDI developed an EEO element for all manager and supervisor performance plans. The element was approved by EEOC and is going through the internal approval process for inclusion in manager and supervisor FY 2022 performance plans.	

Brief Description of Program Deficiency	E.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]		
Objective	Deploy a standardized system to track RA requests across VA.		
Target Date	Jul 31, 2019		
Completion Date			
Planned Activities	*Target Date*	*Completion Date*	*Planned Activity*
	May 31, 2019	December 10, 2021	Develop an enterprise-wide system to track RA requests.
	Jun 28, 2019	July 30, 2021	Test the system.
	Jul 31, 2019		Deploy the system.
Accomplishments	*Fiscal Year*	*Accomplishment*	
	2018	VA has gathered system requirements and established rules regarding mandatory usage of system.	
	2020	VA has contracted with Microsoft to develop an Administration wide system. Processing maps have been created and provided to the contractor and development of the system has already begun.	
	2021	VA has completed development of the system and has trained all RACs on usage of the system.	
	2019	The RA Staff Office hired a management analyst to aid in the development of the system and monitor and track RA data once the system is developed.	

Brief Description of Program Deficiency	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]		
Objective	Implement a mechanism to re-survey the workforce on a regular basis regarding their disability status.		
Target Date	Mar 31, 2021		
Completion Date			
Planned Activities	*Target Date*	*Completion Date*	*Planned Activity*
	Dec 31, 2021		Develop an electronic self-reporting tool for employees to verify and change their disability status that functions within HR Smart.
	Dec 31, 2021		Implement the self-reporting tool enterprise wide.
	Dec 31, 2021		Training sessions will be held, bulletins, job aides and training videos will be utilized to demonstrate how VA employees will use Employee Self Service (ESS) to initiate their Automated Telework form and navigate the Self Identification of Disability functionality.
Accomplishments	*Fiscal Year*	*Accomplishment*	
	2021	VA is developing a feature in ESS that will allow employees to update their disability status at any point in time.	

Section IV: Plan to Recruit and Hire Individuals with Disabilities

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

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

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

VA works regularly with Veterans, to include disabled Veterans, through the Vocational Rehabilitation and Employment (VR&E) Program and through the Veterans Employment Program (VEP), to assist Veterans with seeking employment. VR&E also assists disabled Veterans with job-related training that may assist them with building skills to assist with employment. VEP provides direct support nationally to Veterans seeking employment in VA in addition to services such as assistance with navigating the Federal hiring process, resume writing and interviewing techniques. Additionally, there is a National Selective Placement Program (SPP) Manager, Administration level SPP Managers and SPP Coordinators (SPPC) who assist PWD and PWTD with employment opportunities using the Schedule A hiring authority.

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

VA SPPCs and managers have increased awareness of the Schedule A hiring authority through marketing. Standard training for VA SPPCs is being further developed. VA hiring managers in coordination with VA HR offices use a number of hiring authorities which include Schedule A, in which there are 30% or more disabled Veterans and Veterans Recruitment Appointment authorities to attract and employ PWD based on the following criteria. VA hiring managers use the Schedule A hiring authority to select eligible persons with severe physical, psychological or intellectual disability for appointment to positions at any grade level for which they qualify non-competitively, which means they do not have to go through the normal hiring process. In addition, VA hiring managers use the 30% or More disabled Veteran authority to select eligible Veterans with a service-connected disability rating of 30% or more for appointment to positions at any grade level for which they qualify. VA hiring managers may also use the Veterans Recruitment Appointment authority to select eligible disabled Veterans without competition to positions at any grade level up to the GS-11 or equivalent for which they qualify. After VA HR offices verify eligibility, VA hiring manager may use any of the above-mentioned authorities to hire eligible and qualified PWD candidates non-competitively which means by law, VA HR offices may use streamlined hiring procedures to appoint them at a much faster rate than usual. Alternatively, VA HR offices also use traditional

recruitment methods to attract and recruit individuals with disabilities it its workforce. To be considered under this process, PWD candidates must apply to a Job Opportunity Announcement (JOA) posted on USAJOBS under Merit Promotion procedures when VA opens vacancies to candidates outside its workforce. PWD candidates who apply under these procedures receive consideration in the same manner as current/former Federal employees. To attract PWD candidates, all VA JOA templates in the USA Staffing System includes a statement encouraging individuals with disabilities to apply. To increase awareness and educate VA HR professionals and hiring managers on effective use of these available tools, VA's OCHCO has developed a comprehensive recruitment job aide on Schedule A and other non-competitive hiring authorities.

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

The SPPC receives the individual's resume and Schedule A letter and reviews it to ensure eligibility. Once confirmed, the SPPC forwards the resume to the hiring manager of an open, vacant position for consideration and advises the hiring manager of the benefits of using this non-competitive hiring authority. Regardless of the referral method, whether via SPPC for Schedule A, VEP or self-referral to hiring managers for disabled PWD using other non-competitive hiring authorities, VA HR offices must verify eligibility and qualifications prior to appointment as described below. (1) VA HR Specialists must review the resume of the PWD to determine if he/she meets the specialized experience and qualification requirements for the position. (2) VA HR Specialists must review the documentation of the PWD to determine if he/she meets the eligibility requirements. (3) If the PWD meets both above requirements, the VA HR Specialist refers the PWD on a Certificate of Eligibles for consideration by the hiring manager. (4) If interested, the hiring manager may conduct an interview and select the candidate. (5) The hiring manager must return the Certificate of Eligibles with the selection of the PWD. (6) HR Specialist must contact the PWD and notify candidate of the selection and extend a tentative job offer. (7) When the PWD accepts the tentative job offer, the HR office may then make the appointment.

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

Answer   No

The SPPC training, currently in further development, will be offered to VA hiring managers to ensure VA HR content/context is unilaterally processed

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.

VA places the onus on each facility to ensure they are partnering with and marketing employment opportunities to external organizations such as state and local Disability Committees, Commissions, DOL and organizations as well as the disability offices at local colleges and universities. In FY 2020, VA's Section 504 Policy was published to ensure the accessibility of programs and activities conducted by VA are in compliance with Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794).

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

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

     a. New Hires for Permanent Workforce (PWD)   Answer   Yes

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

Among the new hires in the permanent workforce in FY 2021, triggers exist for PWD (7.94%) and PWTD (1.97%).

New Hires	Total	Reportable Disability		Targeted Disability	
		Permanent Workforce	Temporary Workforce	Permanent Workforce	Temporary Workforce
	(#)	(%)	(%)	(%)	(%)
% of Total Applicants	416016	3.68	0.98	1.76	0.50
% of Qualified Applicants	331194	3.20	1.08	1.46	0.56
% of New Hires	21385	3.52	1.78	0.65	0.40

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

      a. New Hires for MCO (PWD)   Answer   No

      b. New Hires for MCO (PWTD)   Answer   Yes

As compared to the benchmark, triggers exist for PWTD in the Social Work, Medical Officer, Nurse, General Legal and Kindred Administration and Information Technology Management occupations.

New Hires to Mission-Critical Occupations	Total	Reportable Disability	Targetable Disability
		New Hires	New Hires
	(#)	(%)	(%)
Numerical Goal	--	12%	2%
0180 PSYCHOLOGIST	396	5.81	1.01
0185 SOCIAL WORK	2051	5.61	1.56
0201 HUMAN RESOURCES MANAGEMENT	439	12.53	1.37
0602 PHYSICIAN	2714	2.21	0.29
0610 NURSING	7019	4.26	0.58
0901 GENERAL LEGAL AND KINDRED ADMINSTRATION	313	12.46	3.19
0996 VETERANS CLAIMS EXAMINING	508	15.16	3.94
1102 CONTRACTING	356	11.52	3.09
2210 INFORMATION TECHNOLOGY MANAGEMENT	361	7.20	0.55
4754 CEMETERY CARETAKING	145	11.72	2.76

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

      a. Qualified Applicants for MCO (PWD)   Answer   Yes

      b. Qualified Applicants for MCO (PWTD)   Answer   Yes

As compared to the benchmark, triggers exist for PWD in the Psychology, Social Work, HR Management, Medical Officer, Nurse,

General Legal and Kindred Administration, Veterans Claims Examining, Contracting, Information Technology Management and Cemetery Caretaking. For PWTD, a trigger exists in the Medical Officer occupation.

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

a. Promotions for MCO (PWD)   Answer   Yes

b. Promotions for MCO (PWTD)   Answer   Yes

As compared to the benchmark, triggers exist for PWD in the Cemetery Caretaking occupation. For PWTD, triggers exist in the Social Work, HR Management, Medical Officer, Nurse, General Legal and Kindred Administration, Information Technology Management and Cemetery Caretaking occupations.

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

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

A. ADVANCEMENT PROGRAM PLAN

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

An internal policy document is being created to ensure managers and supervisors understand how they can better utilize available tools to encourage participation in opportunities for career development and promotion. VA designated learning officers at most VA facilities to assist VA staff in identifying career development and training resources and opportunities. Program announcements for advancement opportunities or development will contain language, to include PWD and PWTD.

B. CAREER DEVELOPMENT OPPORTUNITES

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

VA has numerous formal career and leadership development programs available for all employees. In addition, the VA Acquisition Academy offers training opportunities that lead to certifications in Federal Acquisition processes that employees can use to seek further career advancement.

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

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Fellowship Programs		15		13.33		0
Internship Programs						
Mentoring Programs						
Coaching Programs	465	465				
Training Programs	469					
Detail Programs						

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Other Career Development Programs	439	25	4.78	8.00	2.28	0.00

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

      a. Applicants (PWD)   Answer   N/A

      b. Selections (PWD)   Answer   N/A

Although improvements have been made regarding collecting applicant data for some enterprise-wide career development opportunities, VA is still working on collecting this data enterprise wide. Therefore, with the data we do have, it is hard to determine if triggers exist for applicants and/or selectees.

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

      a. Applicants (PWTD)   Answer   N/A

      b. Selections (PWTD)   Answer   N/A

Although improvements have been made regarding collecting applicant data for some enterprise-wide career development opportunities, VA is still working on collecting this data enterprise-wide. Therefore, with the data we do have, it is hard to determine if triggers exist for applicants and/or selectees.

C. AWARDS

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

      a. Awards, Bonuses, & Incentives (PWD)   Answer   Yes

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

VA identified triggers involving the percentage of PWD who received cash awards ($1,000 - $1,999, $2,000 - $2,999, $3,000 - $3,999, $4,000 - $4,999 and $5,000 or more). Also, VA identified triggers involving the percentage of PWTD who received time-off awards (11-20 hours, 21 – 30 hours, 31 – 40 hours) and cash awards ($1,000 - $1,999, $2,000 - $2,999, $3,000 - $3,999, $4,000 - $4,999 and $5,000 or more).

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 1 - 10 hours: Awards Given	43142	17.14	9.73	16.36	17.33
Time-Off Awards 1 - 10 Hours: Total Hours	312117	126.27	69.91	119.32	127.93
Time-Off Awards 1 - 10 Hours: Average Hours	7.23	0.02	0.00	0.08	0.00
Time-Off Awards 11 - 20 hours: Awards Given	4870	1.34	1.21	1.16	1.38

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards 11 - 20 Hours: Total Hours	74553	20.18	18.64	17.10	20.91
Time-Off Awards 11 - 20 Hours: Average Hours	15.31	0.03	0.00	0.16	0.00
Time-Off Awards 21 - 30 hours: Awards Given	2319	0.85	0.53	0.55	0.92
Time-Off Awards 21 - 30 Hours: Total Hours	56199	20.51	12.94	13.24	22.24
Time-Off Awards 21 - 30 Hours: Average Hours	24.23	0.05	0.01	0.26	0.00
Time-Off Awards 31 - 40 hours: Awards Given	2548	0.81	0.61	0.55	0.87
Time-Off Awards 31 - 40 Hours: Total Hours	93016	29.80	22.24	19.97	32.15
Time-Off Awards 31 - 40 Hours: Average Hours	36.51	0.08	0.01	0.39	0.00
Time-Off Awards 41 or more Hours: Awards Given	3	0.00	0.00	0.01	0.00
Time-Off Awards 41 or more Hours: Total Hours	162	0.24	0.01	0.52	0.17
Time-Off Awards 41 or more Hours: Average Hours	54	0.12	0.01	0.52	0.02

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: $501 - $999: Awards Given	112772	30.57	28.58	28.48	31.07
Cash Awards: $501 - $999: Total Amount	83552359	22699.64	21171.99	20941.40	23119.25
Cash Awards: $501 - $999: Average Amount	740.9	1.54	0.23	7.89	0.02
Cash Awards: $1000 - $1999: Awards Given	111737	26.50	28.97	23.97	27.11
Cash Awards: $1000 - $1999: Total Amount	134622384	31502.57	34986.23	28119.84	32309.87
Cash Awards: $1000 - $1999: Average Amount	1204.81	2.46	0.37	12.59	0.04
Cash Awards: $2000 - $2999: Awards Given	20525	3.95	5.49	3.10	4.16
Cash Awards: $2000 - $2999: Total Amount	45423886	8699.52	12166.79	6766.54	9160.83
Cash Awards: $2000 - $2999: Average Amount	2213.1	4.55	0.68	23.41	0.05
Cash Awards: $3000 - $3999: Awards Given	9344	1.40	2.56	1.05	1.48
Cash Awards: $3000 - $3999: Total Amount	29572545	4415.97	8086.82	3316.31	4678.41
Cash Awards: $3000 - $3999: Average Amount	3164.87	6.52	0.98	33.84	0.00
Cash Awards: $4000 - $4999: Awards Given	2232	0.32	0.62	0.32	0.32
Cash Awards: $4000 - $4999: Total Amount	9128656	1318.13	2520.96	1322.35	1317.12
Cash Awards: $4000 - $4999: Average Amount	4089.9	8.56	1.26	44.08	0.08
Cash Awards: $5000 or more: Awards Given	5762	1.03	1.56	0.90	1.06

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: $5000 or more: Total Amount	37454258	6377.39	10135.13	5435.78	6602.10
Cash Awards: $5000 or more: Average Amount	6500.22	12.86	2.01	64.71	0.48

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

     a. Pay Increases (PWD)   Answer   Yes

     b. Pay Increases (PWTD)   Answer   Yes

> VA identified a trigger involving the percentage of PWD who received performance-based pay increases. Additionally, VA identified a trigger involving the percentage of PWTD who received quality step and performance-based pay increases.

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Total Performance Based Pay Increases Awarded	712	0.09	0.20	0.03	0.11

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

     a. Other Types of Recognition (PWD)   Answer   N/A

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

D. PROMOTIONS

1. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

     a. SES

         i. Qualified Internal Applicants (PWD)   Answer   No

         ii. Internal Selections (PWD)   Answer   Yes

     b. Grade GS-15

         i. Qualified Internal Applicants (PWD)   Answer   Yes

         ii. Internal Selections (PWD)   Answer   No

     c. Grade GS-14

         i. Qualified Internal Applicants (PWD)   Answer   No

         ii. Internal Selections (PWD)   Answer   No

     d. Grade GS-13

      i. Qualified Internal Applicants (PWD)   Answer   Yes

      ii. Internal Selections (PWD)   Answer   No

> The percentage of PWD among the qualified internal applicants for GS-13 (9.65%) and GS-15 (7.45%) fell below the benchmark of the relevant applicant pool. Additionally, the percentage of PWD among the internal selections for SES (12.50%) fell below the benchmark of the qualified applicant pool.

2. Does your agency have a trigger involving PWTD among the qualified internal applicants and/or selectees for promotions to the senior grade levels? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

    a. SES

      i. Qualified Internal Applicants (PWTD)   Answer   No

      ii. Internal Selections (PWTD)   Answer   Yes

    b. Grade GS-15

      i. Qualified Internal Applicants (PWTD)   Answer   No

      ii. Internal Selections (PWTD)   Answer   Yes

    c. Grade GS-14

      i. Qualified Internal Applicants (PWTD)   Answer   No

      ii. Internal Selections (PWTD)   Answer   Yes

    d. Grade GS-13

      i. Qualified Internal Applicants (PWTD)   Answer   No

      ii. Internal Selections (PWTD)   Answer   Yes

> The percentage of PWTD among the internal selections for SES (0.00%), GS-15 (0.71%), GS-14 (1.16%) and GS-13 (1.59%) fell below the benchmark of the qualified applicant pool.

3. Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

      a. New Hires to SES (PWD)   Answer   Yes

      b. New Hires to GS-15 (PWD)   Answer   Yes

      c. New Hires to GS-14 (PWD)   Answer   Yes

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

> The percentage of PWD among the new hires at the SES level (0.00%) and grades GS-15 (2.29%) and GS-14 (5.03%) fell below the benchmark of the qualified applicant pool.

4.

Using the qualified applicant pool as the benchmark, does your agency have a trigger involving PWTD among the new hires to the senior grade levels? For non-GS pay plans, please use the approximate senior grade levels. If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. New Hires to SES (PWTD)	Answer	Yes
b. New Hires to GS-15 (PWTD)	Answer	Yes
c. New Hires to GS-14 (PWTD)	Answer	Yes
d. New Hires to GS-13 (PWTD)	Answer	Yes

The percentage of PWTD among the new hires at the SES level (0.00%) and grades GS-15 (0.28%), and GS-14 (0.94%) and GS-13 (1.28%) fell below the benchmark of the qualified applicant pool.

5. Does your agency have a trigger involving PWD among the qualified internal applicants and/or selectees for promotions to supervisory
positions? (The appropriate benchmarks are the relevant applicant pool for qualified internal applicants and the qualified applicant pool for selectees.) If "yes", describe the trigger(s) in the text box. Select "n/a" if the applicant data is not available for your agency, and describe your plan to provide the data in the text box.

a. Executives

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

b. Managers

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

c. Supervisors

i. Qualified Internal Applicants (PWD)	Answer	N/A
ii. Internal Selections (PWD)	Answer	N/A

OPM's USA Staffing applicant flow system currently does not provide the necessary information.

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

a. Executives

i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A

b. Managers

i. Qualified Internal Applicants (PWTD)	Answer	N/A
ii. Internal Selections (PWTD)	Answer	N/A

c. Supervisors

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

    ii. Internal Selections (PWTD)   Answer   N/A

OPM's USA Staffing applicant flow system currently does not provide the necessary information.

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

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

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

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

OPM's USA Staffing applicant flow system currently does not provide the necessary information.

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

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

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

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

OPM's USA Staffing applicant flow system currently does not provide the necessary information.

Section VI: Plan to Improve Retention of Persons with Disabilities

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

A. VOLUNTARY AND INVOLUNTARY SEPARATIONS

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

                                               Answer   No

VA was unable to verify if all eligible Schedule A employees with a disability were converted into the competitive service after 2 years of satisfactory service.

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

    a. Voluntary Separations (PWD)   Answer   Yes

    b. Involuntary Separations (PWD)   Answer   Yes

Triggers exist for PWD (11.21%) who voluntarily separated from VA, as compared to the rate of persons without disabilities (8.46%) and for PWD (1.35%) who involuntarily separated from VA, as compared to the rate of persons without disabilities (0.64%).

Seperations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	3127	1.30	0.66
Permanent Workforce: Resignation	19438	5.34	4.49
Permanent Workforce: Retirement	12605	4.11	2.82
Permanent Workforce: Other Separations	3699	1.27	0.82
Permanent Workforce: Total Separations	38869	12.03	8.80

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

> a.Voluntary Separations (PWTD)   Answer   Yes

> b.Involuntary Separations (PWTD)   Answer   Yes

Triggers exist for PWTD (11.49%) who voluntarily separated from VA, as compared to the rate of persons without targeted disabilities (8.89%) and for PWTD (1.88%) who involuntarily separated from VA, as compared to the rate of persons without targeted disabilities (0.76%).

Seperations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Permanent Workforce: Reduction in Force	0	0.00	0.00
Permanent Workforce: Removal	3127	1.78	0.71
Permanent Workforce: Resignation	19438	6.42	4.55
Permanent Workforce: Retirement	12605	3.00	2.98
Permanent Workforce: Other Separations	3699	1.46	0.86
Permanent Workforce: Total Separations	38869	12.66	9.10

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

The top three most important reasons PWD voluntarily left VA was due to personal reasons, treatment/relationship and work itself. The top three most important reasons PWTD voluntarily left VA was due to personal reasons, treatment/relationship and unethical treatment.

B. ACCESSIBILITY OF TECHNOLOGY AND FACILITIES

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

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

The VA Secretary's EEO, Diversity and Inclusion, No FEAR and Whistleblower Rights and Protection Policy Statement, most recently signed on March 15,2021, contains employee and applicant rights under all sections of the Rehabilitation Act, to include Section 508 and can be found at https://www.va.gov/ORMDI/docs/EEO_Policy.pdf. Additional information can be found at the VA

Section 508 Office Website at https://www.section508.va.gov/index.asp.

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

https://www.va.gov/ORMDI/DiversityInclusion/IWD.asp Please note the following above hyperlink established within our new ORMDI internet website, includes the hyperlink: https://www.access-board.gov/enforcement/, which notifies how employees/ applicants can file an Architectural Barriers Act Complaint.

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.

VA's Section 504 Policy was published to ensure the accessibility of programs and activities conducted by VA are in compliance with Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794). National Disability Program Manager affirmatively collaborated with VA's OCHCO, Recruitment and Placement Policy Service for development of Non-Competitive Hiring Authorities and Appointment Flexibilities training guidance materials—which were transmitted to all the VA SPPCs in FY 2021.

C. REASONABLE ACCOMMODATION PROGRAM

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

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

VA is unable to determine this information at this time until the new RAM system is deployed. When the new RA/PAS handbook is published, the timeframe will shift to 30 business days for employee's RA and PAS requests and 10 business days for applicant's RA requests. PAS is not afforded during the applicant phase.

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

During this reporting period the VA continued to provide RA and PAS Critical Consults to include Coronavirus Disease 2019 (COVID-19) consults to provide expedited just in time virtual services to field RACs and national RACs regarding complex cases. During the FY 2021 reporting period, over 350 Critical Consults have been conducted. Additionally, over 78 training sessions were conducted with 5,509 VA employees participating.

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

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

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

As indicated previously, during this reporting period, VA provided RA and PAS Critical Consults to include COVID-19 consults to

provide expedited just in time virtual services to field RACs and national RACs regarding complex cases. During the FY 2021 reporting period, over 350 Critical Consults have been conducted providing timely guidance on how to ensure employees with PAS needs were provided the proper level of support during the pandemic and beyond.

Section VII: EEO Complaint and Findings Data

A. EEO COMPLAINT DATA INVOLVING HARASSMENT

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

    Answer   Yes

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

    Answer   Yes

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

In FY 2021, there was one case where there was a finding of discrimination involving a PWD filing a harassment claim based on disability. In this case, the remedial and corrective actions ordered included: • Training for all individuals involved; • Consideration of disciplinary action for involved management officials; • Make-whole relief for the complainant; • Posting a notice of the violation; and • Payment of attorney fees (if represented).

B. EEO COMPLAINT DATA INVOLVING REASONABLE ACCOMMODATION

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

    Answer   Yes

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

    Answer   Yes

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

In FY 2021, there were 17 cases where there was a finding of discrimination involving a PWD filing a claim alleging denial of an RA. In each case, the remedial and corrective actions ordered included: • Providing an RA to the complainant; • Training for all individuals involved; • Consideration of disciplinary action for involved management officials; • Make-whole relief for the complainant; • Posting a notice of the violation; and • Payment of attorney fees (if represented).

Section VIII: Identification and Removal of Barriers

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

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

    Answer   No

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

Answer   N/A

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

Source of the Trigger:	Other
Specific Workforce Data Table:	Workforce Data Table - B4
STATEMENT OF CONDITION THAT WAS A TRIGGER FOR A POTENTIAL BARRIER: Provide a brief narrative describing the condition at issue. How was the condition recognized as a potential barrier?	The less than expected participation rate of PWD in the GS-11 to SES (9.47%) grade level cluster, as compared to the goal of 12%. The less than expected participation rate of PWTD in the GS-11 to SES (1.45%) grade level cluster, as compared to the goal of 2%.

STATEMENT OF BARRIER GROUPS:	*Barrier Group*
	People with Disabilities
	People with Targeted Disabilities

Barrier Analysis Process Completed?:	N
Barrier(s) Identified?:	N

STATEMENT OF IDENTIFIED BARRIER: Provide a succinct statement of the agency policy, procedure or practice that has been determined to be the barrier of the undesired condition.	**Barrier Name**	**Description of Policy, Procedure, or Practice**
	Less than expected participation rate of PWD and PWTD in the GS-11 to SES grade cluster	Further analysis is needed to determine the specific policy, procedure or practice causing the less than expected participation rates for PWD.

Objective(s) and Dates for EEO Plan					
Date Initiated	**Target Date**	**Sufficient Funding / Staffing?**	**Date Modified**	**Date Completed**	**Objective Description**
10/01/2018	09/30/2021	No	09/30/2023		Complete a barrier analysis to identify the specific policy, procedure or practice that could be causing the trigger.
10/01/2018	01/31/2020	Yes	12/31/2021		Re-survey the workforce regarding their disability status.

Responsible Official(s)		
Title	**Name**	**Standards Address The Plan?**
Executive Director, Human Resources Information Services	Joseph Thele	No
Director of Outreach and Retention	Karen M. Basnight	No
Director, Workforce Analysis	Ryan Pugh	Yes

	Planned Activities Toward Completion of Objective			
Target Date	**Planned Activities**	**Sufficient Staffing & Funding?**	**Modified Date**	**Completion Date**
10/01/2020	Develop an electronic self-reporting tool for employees to verify and change their race, ethnicity, gender and disability status that functions within HR Smart.	Yes	12/31/2021	
03/31/2021	Implement the self-reporting tool.	Yes	12/31/2021	
11/02/2020	Establish a barrier analysis working group.	Yes	01/29/2022	01/12/2021
06/30/2021	Conduct a thorough investigation of relevant policies, procedures, and practices to determine the cause of the less than expected participation rates.	Yes	09/30/2023	
09/30/2021	Devise a plan to eliminate the identified barrier.	Yes	09/30/2023	
	Report of Accomplishments			
Fiscal Year	**Accomplishment**			
2021	In January 2021, VA sent out a job aide on Title 5 Non-competitive hiring authorities and other appointment flexibilities. This job aide provided information to HR specialists and hiring managers about various hiring flexibilities and served as a key tool in the recruitment strategy for efficiently hiring diverse and qualified candidates into Federal Government job opportunities. In January 2021, VA established an enterprise-wide Barrier Analysis Workgroup.			

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

In FY 2021, the Barrier Analysis Workgroup was conducting a barrier analysis on the Hispanic workforce.

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

By establishing the Barrier Analysis Workgroup, it helped solve staffing issues and created force multipliers throughout the agency.

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

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