

SDA Personnel and Hiring Policy Statements

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For more information, please visit: dla.mil/EEO/

Updated: January 26, 2023



SPACE DEVELOPMENT AGENCY

1670 Air Force Pentagon

Washington, DC 20330

October 30, 2023

MEMORANDUM FOR ALL SPACE DEVELOPMENT AGENCY EMPLOYEES

SUBJECT: Policy Statement on Workplace Harassment

The Space Development Agency (SDA) is committed to a work environment that is free from harassment. Our people are the most important element of this Agency and harassment pervasively affects a person and their surrounding environment. It is vitally important that each of us treat one another with dignity and respect daily to maintain SDA's strong culture.

Harassment includes unwelcome, offensive comments or physical conduct and is severe or pervasive. Impacts of harassment disrupt an individual's work performance, violate a person's dignity, and create an intimidating, humiliating, hostile, or offensive environment. Conversely, constructive criticism of performance or behavior are not considered harassment.

Allegations of harassment and retaliation will be taken seriously and addressed accordingly. Any employee who believes that he, she, or they have been the subject of harassment or have witnessed harassing or retaliatory conduct directed toward others should report the matter to their supervisor, the offending employee's supervisor (if known), or to SDA Human Resources. SDA is a workplace that will not tolerate harassment or retaliatory conduct against individuals who have reported harassment or participated in a harassment investigation.

It is critical that all SDA personnel foster a positive a workplace that is free from harassment. Our SDA core values of leadership, professionalism, and technical knowledge through dedication to duty, integrity, ethics, honor, courage, and loyalty demand nothing less. Let us continue to do what is right for each other and for the Warfighter!

Derek M. Tournear
Director



SPACE DEVELOPMENT AGENCY

1670 Air Force Pentagon

Washington, DC 20330

October 30, 2023

MEMORANDUM FOR ALL SPACE DEVELOPMENT AGENCY EMPLOYEES

SUBJECT: Policy Statement on Diversity and Inclusion

Diversity refers to all the different characteristics and attributes of the Space Development Agency (SDA) total workforce that are consistent with the Department of Defense's core values, integral to overall readiness and mission accomplishment, and reflective of the Nation we serve. Inclusion is the process of valuing and integrating everyone's perspectives, ideas, and contributions into the way SDA functions and makes decisions. Diversity and Inclusion must work together to enable our workforce to contribute to their fullest potential. We must foster a culture that provides opportunities for every individual on the team to contribute through inclusion.

As our Nation's demographics shift, SDA understands that the future success of our Agency is dependent upon our ability to attract and retain the right people with the right skills, experience, and expertise. It is vital that we are proactive and strategic in our workforce planning. We must also strive to maintain a work environment where differences in culture, lifestyles, socio-economic background, views, and perspectives are valued, respected, and embraced. We cannot and will not lose sight of our greatest asset -- our people.

As the decision-makers, SDA's senior leaders, managers, and supervisors accept the responsibility to ensure our success in maintaining a diverse and inclusive workplace through recruitment, hiring, and personnel management. Each member of the SDA workforce plays a crucial role in SDA's efforts to maintain a diverse and inclusive workplace. Let us all commit to respecting, welcoming, and honoring the contributions of all our colleagues. Remember we are stronger together, Semper Citius.

Derek M. Tournear
Director



SPACE DEVELOPMENT AGENCY

1670 Air Force Pentagon

Washington, DC 20330

October 30, 2023

MEMORANDUM FOR ALL SPACE DEVELOPMENT AGENCY EMPLOYEES

SUBJECT: Policy Statement on Equal Employment Opportunity (EEO)

Equality of opportunity for our workforce is one of Space Development Agency's (SDA's) unwavering endeavors. Equality, diversity, and inclusion for everyone are not just principles; they are integral components to accomplishing SDA's mission and strategic goals.

Workplace discrimination (including harassment) of any kind directed towards an individual or group of individuals who are singled out and treated differently because of their race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (over 40), disability, and genetic information is prohibited. Retaliation against individuals engaged in protected EEO activity (includes participating in the EEO complaint process and opposing discriminatory practices or actions) is also prohibited.

SDA is committed to ensuring a workplace free from unlawful discrimination, harassment, and retaliation, and expect no less than complete support by all supervisors and employees. Supervisors and employees will adhere to EEO policies and regulations, and refrain from engaging in acts of discrimination. Employees who observe acts of discrimination must report such matters to the appropriate officials. Supervisors, who observe acts of discrimination to include acts of harassment, must address such matters immediately, to include disciplining subordinates found to have discriminated, and providing remedies for individuals harmed.

Any person who believes they have been subjected to workplace discrimination because of their race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (over 40), disability, genetic information and/or prior protected EEO activity should immediately raise their concerns with their chain of command. When such matters are raised, supervisors and employees will make a good faith, constructive effort to reach mutually agreeable solutions. To understand fully all available options, employees are also encouraged to contact the EEO office no later than 45 calendar days from the date of the alleged discriminatory act.

SDA continues to achieve new levels of performance and accountability, and customer satisfaction in everything we do. It is vital that all employees have a role in eradicating workplace discrimination, be a beacon of dignity and mutual respect, and embrace equal opportunity and inclusiveness for everyone.

Derek M. Tournear
Director



SPACE DEVELOPMENT AGENCY

1670 Air Force Pentagon

Washington, DC 20330

October 30, 2023

MEMORANDUM FOR ALL SPACE DEVELOPMENT AGENCY EMPLOYEES

SUBJECT: Policy Statement on Reasonable Accommodations for Persons with Disabilities

The Space Development Agency (SDA) is committed to ensuring all qualified employees and applicants with disabilities are provided benefits and privileges of employment equal to employees and applicants without disabilities. It is SDA's policy to provide reasonable accommodations in compliance with the Americans with Disabilities Act, as amended, the Rehabilitation Act of 1973, as amended, and all relevant Federal laws and regulations.

A reasonable accommodation is a change in the work environment that would enable an individual to do his or her job despite having a disability. Examples of reasonable accommodation include modifications or adjustments that enable an individual to apply for a job, perform a job, or have equal access to the workplace, and employee benefits.

It is an employee's or applicant's responsibility to request a reasonable accommodation either orally or in writing. Employees should request a reasonable accommodation from his/her immediate supervisor or the servicing Disability Program Coordinator. Applicants can request a reasonable accommodation through the point of contact identified in the Job Opportunity Announcement.

The interactive process for reasonable accommodation is a collaborative effort between the immediate supervisor and employee. Supervisors and employees must engage in the interactive process to ensure that all requests are processed within the established 45-day timeframe, unless extenuating circumstances are present.

Any SDA employee, who believes that he/she was unlawfully denied a reasonable accommodation, may file a discrimination complaint through his/her local EEO office within 45 calendar days of the denial.

SDA is committed to providing reasonable accommodations to qualified employees with disabilities to transform disabilities into enabling abilities and improve SDA productivity and employee cohesiveness.

Derek M. Tournear
Director

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

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

Section I: Efforts to Reach Regulatory Goals

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

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

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

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

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

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

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

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

In FY18, the percentage of PWTD in GS-11 to SES cluster was 1.01% below the goal of 2% but a significant increase from .6% in FY17

Grade Level Cluster(GS or Alternate Pay Planb)	Total	Reportable Disability		Targeted Disability	
	#	#	%	#	%
Numerical Goal	--	12%		2%	
Grades GS-1 to GS-10	30179	4327	14.34	551	1.83
Grades GS-11 to SES	54625	8780	16.07	737	1.35

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

The Air Force Disability Program Manager communicated information of the numerical goals to all Civilian Personnel Officers at a Civilian Personnel Officers Summit in August 2018 and to all installation DPMS in throughout the year during quarterly DPM All Calls.

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

Air Force Instruction (AFI) 36-205 encourages installations to establish full-time DPMs. Currently, approximately 25% of bases do not have a DPM, The remaining installations have collateral duty DPMs and only 3 bases have full-time DPMs

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	6	0	84	Kendra Shock, Air Force Disability Program Manager, Equal Opportunity, kendra.m.shock.civ@mail.r
Special Emphasis Program for PWD and PWTD	3	0	67	Disability Program Managers, Air Force Installations Kendra Shock, Air Force Disability Program Manager, Equal Opportunity, kendra.m.shock.civ@mail.r
Processing reasonable accommodation requests from applicants and employees	3	0	67	Disability Program Managers, Air Force Installations Kendra Shock, Air Force Disability Program Manager, Equal Opportunity, kendra.m.shock.civ@mail.r
Processing applications from PWD and PWTD	6	0	82	Affirmative Employment Program Managers (AEPM), Air Force Installations Gloria De La Fuentes, AEPM/SEP Program Oversight Office
Section 508 Compliance	0	0	1	Mia Day, Force Information Collections Officer and

Disability Program Task	# of FTE Staff By Employment Status			Responsible Official (Name, Title, Office Email)
	Full Time	Part Time	Collateral Duty	
Architectural Barriers Act Compliance	3	0	67	Disability Program Managers, Air Force Installations Kendra Shock, Air Force Disability Program Manager, Equal Opportunity, kendra.m.shock.civ@mail.r

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 FY18, the AF engaged in activities to increase the knowledge and skills of installation DPMs. The AF Disability Program Manager conducted three “DPM All Calls” to disseminate information regarding reasonable accommodation (RA) procedures and timelines, reporting and tracking RA requests and the use of the Schedule A hiring Authority. Additional training was provided at the AF EO World Wide training event 10-14 Jun 2019 that included two separate training tracks for Equal Opportunity and Affirmative Employment Program/Special Emphasis Programs. Disability topics included: DPM roles and responsibilities; RA; Barrier Analysis training by the Equal Employment Opportunity Commission (EEOC); Section 501 discussion by the EEOC; presentations from the Computer Electronic Accommodations Program (CAP), the Workforce Requirement Program and the Office of Personnel management. Also in FY18 the Air Force published procedures for providing Personal Assistance Services (PAS) and developed a PAS Toolkit to assist managers and supervisors to effectively manage request for PAS.

B. PLAN TO ENSURE SUFFICIENT FUNDING FOR THE DISABILITY PROGRAM

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

Answer Yes

Air Force continues to reinforce the obligation to fund RAs for employees with disabilities to Installation Commanders managers and supervisors. The AF DPM provided training outlining procedures for tracking expenses related to providing RAs, and reiterating that funding shortfalls at the unit-level are not a valid basis for denial of RA. In addition, Air Force continues to centrally fund RA required for employees with disabilities to participate in training and career development courses. The AF DPM will continue to engage with Air Force leadership to develop centralized funding for all RAs.

Section III: Program Deficiencies In The Disability Program

Brief Description of Program Deficiency	A.2.a.2. Reasonable accommodation procedures? [see 29 CFR § 1614.203(d)(3)]		
Objective	To disseminate reasonable accommodation procedures to all employees		
Target Date	Apr 30, 2020		
Completion Date			
Planned Activities	<u><i>Target Date</i></u>	<u><i>Completion Date</i></u>	<u><i>Planned Activity</i></u>
	Apr 30, 2020		Send out Agency-wide email regarding workforce updating SF256 with agency reasonable accommodation procedures as an attachment to the email
Accomplishments	<u><i>Fiscal Year</i></u>	<u><i>Accomplishment</i></u>	

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	To develop a more efficient and effective reasonable accommodation program to include: dissemination of reasonable accommodation procedures to all employees; training of people with disabilities program managers obtained at all installations; acquisition of a data tracking system for reasonable accommodation requests to assist with processing and timeliness.		
Target Date	Dec 30, 2020		
Completion Date			
Planned Activities	<u><i>Target Date</i></u>	<u><i>Completion Date</i></u>	<u><i>Planned Activity</i></u>
	Jun 30, 2018	June 30, 2018	Conduct Office of Personnel Service Manpower Study, inclusive of reasonable accommodation program duties.
Accomplishments	<u><i>Fiscal Year</i></u>	<u><i>Accomplishment</i></u>	
	2018	June 2018 The AF conducted an Office of Personnel Services manpower study and included the duties of the people with disabilities program managers. October 2019 the results of the manpower study are due and should validate manpower requirements for the people with disabilities program.	

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	Provide sufficient resources and funding for equal Opportunity Programs to meet MD-715 requirements.		
Target Date	Dec 30, 2020		
Completion Date			
Planned Activities	<u>Target Date</u>	<u>Completion Date</u>	<u>Planned Activity</u>
	Sep 30, 2017		Issue Instructions to commanders to identify resources to support the affirmative employment, equal opportunity and special emphasis programs and establish local barrier analysis working groups
	Jun 30, 2018	June 30, 2018	Conduct a personnel services manpower study including affirmative employment/special emphasis program duties
Accomplishments	<u>Fiscal Year</u>	<u>Accomplishment</u>	
	2018	December 2016. The Director of Air Force EO met with Resource Management (funding) to discuss ways to fund EEO programs, etc. The meeting was beneficial to clarify processes and procedures and a way ahead to pursue the funding. FY 2016. SAF/MRQ conducted a manpower study to determine if sufficient human resources are dedicated to perform the EO mission. Due to IT challenges with capturing relevant and required data for the manpower report, the study is in abeyance with an expected restart date scheduled for FY19 June 2018 The AF conducted an Office of Personnel Services manpower study and included the duties of the affirmative employment program managers, special emphasis program managers and people with disabilities program managers. October 2019 the results of the manpower study are due and should validate manpower requirements for the AF affirmative employment, special emphasis, and people with disabilities programs.	

Brief Description of Program Deficiency	C.2.b.5. Does the agency process all initial accommodation requests, excluding ongoing interpretative services, within the time frame set forth in its reasonable accommodation procedures? [see MD-715, II(C)] If “no”, please provide the percentage of timely-processed requests, excluding ongoing interpretative services, in the comments column.		
Objective	To process all reasonable accommodation requests within the 30 day time frame set forth in the Air Force reasonable accommodation procedures under AFI 36-205.		
Target Date	Dec 30, 2020		
Completion Date			
Planned Activities	<u>Target Date</u>	<u>Completion Date</u>	<u>Planned Activity</u>
	Jun 30, 2018	June 30, 2018	Conduct Office of Personnel Service Manpower Study, inclusive of reasonable accommodation program duties.
	Jun 30, 2019	June 30, 2019	Conduct AF World Wide EEO Training inclusive of disability etiquette, AF reasonable accommodation procedures, MD-715 Training, and PAS training for AF People with Disabilities Program Managers.
	Nov 30, 2019		Benchmark and review Data Collection Systems for reasonable Accommodation requests
	May 31, 2020		Submit proposal for approval of acquisition of data tracking system for reasonable accommodation requests to assist with processing and timeliness.
Accomplishments	<u>Fiscal Year</u>	<u>Accomplishment</u>	
	2018	June 2018 The AF conducted an Office of Personnel Services manpower study and included the duties of the people with disabilities program managers. June 2019 People with Disabilities Program Manager, A1Q, and Affirmative Employment Program Manager, A1Q, conducted training on disability etiquette, AF Reasonable accommodation procedures, effective special emphasis program management, AF MD-715 Flight Plan training, and PAS training for AF People with Disabilities Program Managers and other Special Emphasis Program Managers at the AF World Wide EEO Training. October 2019 the results of the manpower study are due and should validate manpower requirements for the people with disabilities program.	

Brief Description of Program Deficiency	E.4.a.5. The processing of requests for reasonable accommodation? [29 CFR §1614.203(d)(4)]		
Objective	Acquisition of a data tracking system for reasonable accommodation requests to assist with processing, analysis and timeliness.		
Target Date	May 30, 2020		
Completion Date			
Planned Activities	<u>Target Date</u>	<u>Completion Date</u>	<u>Planned Activity</u>
	Nov 30, 2019		Benchmark and review data collection systems for reasonable accommodation requests.
	May 3, 2020		Submit proposal for approval of acquisition of data tracking system for reasonable accommodation requests
Accomplishments	<u>Fiscal Year</u>	<u>Accomplishment</u>	

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 PWTDD

A. PLAN TO IDENTIFY JOB APPLICATIONS WITH DISABILITIES

1.

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

In February 2018, the Air Force Personnel Center Talent Acquisitions Division (AFPC/TA) published a Hiring Managers Playbook providing hiring managers and organizations with updated information on hiring authorities to include Schedule A and 30% Disabled Veterans Appointments and hiring incentives. The Air Force Personnel Center has posted several Knowledge Articles to the Air Force MyPers Website regarding people with disabilities: "Processing Procedures for Appointing Schedule A, Individuals with Disabilities Non-competitively Absent a Vacancy Announcement"; "Employment of Individuals with Disabilities"; "Workforce Recruitment Program for College Students with Disabilities"; "Air Force Wounded Warrior Program"; and "Job Accommodation Procedures". The Air Force Wounded Warrior Program (AFW2) supports the Office of the Secretary of Defense initiative to ensure all Airmen ill or injured during Operations Enduring Freedom and Iraqi Freedom who are medically separated receive complete information and the entitlements due them by virtue of their service. Medically separated Airmen are eligible for special placement assistance for civilian employment under the AFW2, formerly called PALACE Hart. Corporate funding is designated for up to 20 full-time equivalents managed through the Air Force Central Salary Account (CSA) for AFW2 placements to supplement local positions. AFW2 continued recruiting wounded warriors as skilled employees. During FY18, the Air Force placed four wounded warriors under this program. In FY18 Air Force Material Command (AFMC) at Wright Patterson AFB implemented a pilot program "Autism at Work" by partnering with Wright State University to place college students with Autism Spectrum Disorders into yearlong internships. To date 48 students have completed internships and 12 interns were converted to permanent fulltime employment. Air Force placed 52 students for temporary employment in the DoD-funded Workforce Recruitment Program (WRP) for College Students and Recent Graduates with Disabilities in FY2018. Twelve of these interns were offered permanent positions. Lastly, In FY18 Air Force initiated a systems enhancement in MyPers to utilize vacancy announcements similar USAJOBS on the AF Civilian Careers website to post information and documentation for Schedule A applicants. The site will include a link for submittal of the Schedule A packages, which will create a repository of Schedule A candidates. AF Civilian Personnel Sections (CPSs) and DPMs will have access to the repository to view, retrieve, and refer local candidates. This process became operational in FY19.

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

The Air Force uses all available and appropriate hiring authorities to recruit and hire PWD and PWTD. The AF career website contains information for Schedule A eligible applicants, as well as provides the contact for the AF SPPC at <https://afciviliancareers.com/careers.php#disabilities>. Individuals eligible for employment under Schedule A 5 CFR 213.3102(u) may also be considered for employment by applying to positions on USAJOBS and by requesting assistance from the AF SPPC or local DPM. In addition the system to utilize a link to, myPers for submittal of Schedule A packages to create a repository of Schedule A candidates became operational in June of 2019. Air Force CPSs and DPMs have access to the repository to view, retrieve, and refer local candidates. The database currently holds 150 of resumes.

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 AF SPPC receives inquiries from potential Schedule A applicants and provides information about AF process and documentation requirements and obtains documentation, i.e., resume, Schedule A letter, transcript(s) and ascertains the applicant's positions of interest and preference of geographic locations. The AF SPPC then provides cursory review of qualifications and forwards complete packages to applicable installation DPM or in the absence of a DPM the Civilian Personnel Officer. The Installation DPM is responsible for maintaining a roster of Schedule A candidates. The Installation DPM will also provide potential candidates with information about current job opportunities and types of jobs, search for job opportunities and forward resumes and advises managers about candidates available for placement. In June of 2019 Air Force implemented an automated process to enable Schedule A applicants to apply for position and submit their Schedule A packages on line at : https://mypers-opa.cx.usd.oraclecloud.com/mypers_opa/owda/startsession/Wounded%20Warrior The applicant's package is posted to the Schedule A repository for six months. During this time period Air Force CPSs and DPMs have access to the repository to view, retrieve, and refer local candidates.

- 4.

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

Answer Yes

The AF relies on local DPMS to provide training to hiring managers on the use of Schedule A hiring authority. In addition, The Air Force Personnel Center posted several Knowledge Articles to the Air Force MyPers Website regarding people with disabilities: “Processing Procedures for Appointing Schedule A, Individuals with Disabilities Non-competitively Absent a Vacancy Announcement”; “Employment of Individuals with Disabilities”; to managers and supervisors regarding the benefits of using the Schedule A hiring authority. A new Schedule A process was launched to publicize Schedule A information via the AF Civilian Careers website. This new process automates the notification process for applicants as well as establishes a repository of Schedule A candidates that will be searchable by DPMs and CPSs.

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.

Air Force continues to utilize its partnerships with state Vocational Rehabilitation Offices, Gallaudet University, and the Workforce Recruitment Program (WRP) to recruit and hire PWDs and PWTDs.

C. PROGRESSION TOWARDS GOALS (RECRUITMENT AND HIRING)

- 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, triggers exist for PWD (9.64%) and PWTD (1.69%) which is below the respective benchmarks. But these percentages have increased from 6% of PWD and .45% of PWTD in FY17.

New Hires	Total (#)	Reportable Disability		Targeted Disability	
		Permanent Workforce (%)	Temporary Workforce (%)	Permanent Workforce (%)	Temporary Workforce (%)
% of Total Applicants	138820	7.95	0.00	4.00	0.00
% of Qualified Applicants	88348	7.61	0.00	3.70	0.00
% of New Hires	3972	4.68	0.00	1.86	0.00

- 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 Yes

b. New Hires for MCO (PWTD) Answer Yes

Triggers exist in all seven mission critical occupations for both PWD and PWTD. The largest trigger for PWD are identified in the

field of Contracting with a qualified applicant pool of 8.29% but a selection rate of only 3.22%. The largest trigger for PWTD are identified in the field of Electronics Engineering with a qualified applicant pool of 2% but a 0% selection rate.

New Hires to Mission-Critical Occupations	Total (#)	Reportable Disability		Targetable Disability	
		Qualified Applicants (%)	New Hires (%)	Qualified Applicants (%)	New Hires (%)
Numerical Goal	--	12%		2%	
0301MISCELLANEOUS ADMINISTRATION & PROGRAM	48876	4.57	0.11	2.13	0.04
0343MANAGEMENT AND PROGRAM ANALYSIS	34929	5.15	0.16	2.39	0.06
0855ELECTRONICS ENGINEERING	1989	3.17	0.10	1.51	0.00
1101GENERAL BUSINESS AND INDUSTRY	13479	4.64	0.10	2.11	0.04
1102CONTRACTING	12751	5.51	0.11	2.96	0.05
2210INFORMATION TECHNOLOGY MANAGEMENT	21549	5.56	0.19	3.03	0.09
8852AIRCRAFT MECHANIC	5247	1.87	0.13	0.90	0.06

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

Triggers exist in all seven mission critical occupations for both PWD and PWTD.

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

Triggers exist in promotion to all seven mission critical occupations for both PWD and PWTD. The largest trigger for PWD are identified in the field of Contracting with a qualified applicant pool of 8.33% but a selection rate of only 3.28% and a PWTD qualified applicant pool of 4.49% but a selection rate of 1.4%. Triggers are also identified in the field of Electronics Engineering with a qualified applicant PWTD pool of 1.92% but a 0% selection rate.

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

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

A. ADVANCEMENT PROGRAM PLAN

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

The Air Force has a firm commitment to a diverse workforce and will work to identify areas of our hiring process that can be used to employ more PWD and PWTD. Long term, a focus on recruiting PWD and/or PWTD into GS-12 through GS-15 positions would increase the pool eligible to serve in the SES corps. In 2015 the agency established a centralized accommodation fund for employees with disabilities attending training and development programs to ensure all employees with disabilities are afforded the opportunity for professional development. Subsequently, the participation rate of PWD and PWTD has steadily increased: FY15 % PWD %PWTD FY18 %PWD %PWTD GS-12 13.88 .71 18.25 1.51 GS-13 12.88 .49 16.48 1.05 GS-14 11.97 .38 15.19 .86 GS-15 11.31 .64 14.26 1.22 SES 5.17 0 8.84 0 In FY18 Air Force continued to utilize "MyVector", an on-line mentoring and career path tool, that provides a one-stop shop IT vehicle for mentoring and career development. This is a Total Force application that enables civilians to search for mentors using a "matching" feature. Individuals most closely matching the selected personal and professional traits are listed as prospective mentors. Once selected, mentors and mentees are able to view the individual career pyramid and duty history to assist in developing career plans. Being a mentor for at least 12 months is mandatory for all newly appointed Senior Executives. In FY18, a data element code was added to specifically identify disabled veterans. As a result, 295 mentors and 239 mentees were able to self-identify as a disabled. To date over 400 mentor/mentee connections have been established using this tool including 30 disabled mentor/disabled mentee relationships. MyVECTOR also enables IWD to form their own discussion forums in which they can connect to other IWD throughout the Air Force.

B. CAREER DEVELOPMENT OPPORTUNITIES

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

All civilian developmental/experiential programs are open to IWD (i.e., career broadening, internships, leadership development courses, etc.).

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

Career Development Opportunities	Total Participants		PWD		PWTD	
	Applicants (#)	Selectees (#)	Applicants (%)	Selectees (%)	Applicants (%)	Selectees (%)
Internship Programs	NoData	NoData	NoData	NoData	NoData	NoData
Fellowship Programs	NoData	NoData	NoData	NoData	NoData	NoData
Mentoring Programs	NoData	NoData	NoData	NoData	NoData	NoData
Coaching Programs	NoData	NoData	NoData	NoData	NoData	NoData
Training Programs	NoData	NoData	NoData	NoData	NoData	NoData
Detail Programs	NoData	NoData	NoData	NoData	NoData	NoData
Other Career Development Programs	NoData	4,111	NoData	44%	NoData	1.3%

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 Yes

In FY18, applicant data for career development programs was not available, Using the benchmark of 13.18% PWD, and 2% PWTD, triggers exists in the selections for the following Career Development Programs: Career Development Programs for GS 5 – 12: PWD = 9.86% Career Development Programs for GS 13 – 14: PWD = 13.14% Career Development Programs for GS 15 – SES: PWD = 12.12%

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 Yes

In FY18, applicant data for career development programs was not available, Using the benchmark of 1.29% PWTD, triggers exists in the selections for the following Career Development Programs: Career Development Programs for GS 13 – 14: PWTD = .73% Career Development Programs for GS 15 – SES: PWTD = 0%

C. AWARDS

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

a. Awards, Bonuses, & Incentives (PWD)

Answer Yes

b. Awards, Bonuses, & Incentives (PWTD)

Answer Yes

In FY18, the agency identified triggers exists in the following awards and recognition programs: Time-Off Awards - 1-9 hours: PWTD = 1.22% Time-Off Awards – 10 + hours: PWTD = 1.34% Cash Awards - \$100 - \$500: PWD = 10.81, PWTD = 1.24% Cash Awards - \$501+: PWTD = 1.15% Quality Step Increases (QSIs): PWTD = .87% While these triggers exist it should be noted that the percentage of awards to PWD and PWTD have increased from FY17.

Time-Off Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Time-Off Awards: 1-9 hours : Total Time-Off Awards Given	9569	13.28	79.81	1.24	12.04
Time-Off Awards: 9+ hours : Total Time-Off Awards Given	81576	15.01	77.77	1.36	13.64

Cash Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Cash Awards: \$100 - \$500: Total Cash Awards Given	40129	10.81	89.19	1.25	9.56
Cash Awards: \$501+: Total Cash Awards Given	94376	13.49	86.51	1.16	12.32

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

a. Pay Increases (PWD)

Answer No

b. Pay Increases (PWTD)

Answer No

Other Awards	Total (#)	Reportable Disability %	Without Reportable Disability %	Targeted Disability %	Without Targeted Disability %
Quality Step Increases (QSI): Total QSIs Awarded	2417	17.00	83.00	0.87	16.14
Performance Based Pay Increase	0	0.00	0.00	0.00	0.00

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

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

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

D. PROMOTIONS

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

a. SES

i. Qualified Internal Applicants (PWD) Answer Yes

ii. Internal Selections (PWD) Answer Yes

b. Grade GS-15

i. Qualified Internal Applicants (PWD) Answer Yes

ii. Internal Selections (PWD) Answer Yes

c. Grade GS-14

i. Qualified Internal Applicants (PWD) Answer Yes

ii. Internal Selections (PWD) Answer Yes

d. Grade GS-13

i. Qualified Internal Applicants (PWD) Answer Yes

ii. Internal Selections (PWD) Answer Yes

In FY18, the percentage of qualified internal applicants fell well below the benchmark of 13.18% (AF current representation rate) at all senior levels. In addition, the percentage of PWD among the selectees for promotion at SES (0%), GS-15 (.85%), GS-14 (4.33%) and GS-13 (4.52%) fell below the benchmark.

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

a. SES

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

In FY18, While the percentage of qualified PWTD applicants exceeded the benchmark of 1.29% at the senior levels, the selection of PWTD at the highest level of GS-15 and SES fell far below the benchmark at 0%

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	N/A
b. New Hires to GS-15 (PWD)	Answer	N/A
c. New Hires to GS-14 (PWD)	Answer	N/A
d. New Hires to GS-13 (PWD)	Answer	N/A

Need to work with OPM to enhance USAStaffing to track required data at this breakout level.

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	N/A
b. New Hires to GS-15 (PWTD)	Answer	N/A
c. New Hires to GS-14 (PWTD)	Answer	N/A
d. New Hires to GS-13 (PWTD)	Answer	N/A

Engage with OPM to enhance USAStaffing tool to track required data at this breakout level.

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

Engage with OPM to enhance USAStaffing tool to track required data at this breakout level.
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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

Engage with OPM to enhance USAStaffing tool to track required data at this breakout level.
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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

In FY18 this applicant data was not available for this reporting period.

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

- | | | |
|-------------------------------------|--------|-----|
| a. New Hires for Executives (PWTB) | Answer | N/A |
| b. New Hires for Managers (PWTB) | Answer | N/A |
| c. New Hires for Supervisors (PWTB) | Answer | N/A |

In FY18 this applicant data was not available for this reporting period.

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 Yes

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 |

In FY18, voluntary separations for PWDs were 14.76%, exceeding the benchmark of 13.18%. In addition, involuntary separations for PWDs were 15.47%, exceeding the benchmark of 13.18%.

Separations	Total #	Reportable Disabilities %	Without Reportable Disabilities %
Total Separations	11834	14.80	85.20
Involuntary Separations	737	15.47	84.53
Voluntary Separation	11097	14.76	85.24

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

- | | | |
|-----------------------------------|--------|-----|
| a. Voluntary Separations (PWTB) | Answer | Yes |
| b. Involuntary Separations (PWTB) | Answer | Yes |

In FY18, voluntary separations for PWTBs were 1.71% (up from 1.04% in FY17), exceeding the benchmark of 1.29%. In addition,

involuntary separations for PWTDS were 2.58% (up from 1.63% in FY17), exceeding the benchmark of 1.29%.

Separations	Total #	Targeted Disabilities %	Without Targeted Disabilities %
Total Separations	11834	1.80	98.20
Involuntary Separations	737	2.71	97.29
Voluntary Separation	11097	1.74	98.26

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.

sources. In FY17, the AF commissioned a study by RAND Corporation to examine potential barriers to advancement and retention of Air Force civilian women, minorities, and individuals with disabilities and recommend potential changes to policies and practices to help grow and retain a diverse civilian workforce. While AF is still awaiting the final report, preliminary results point to three potential retention barriers: lack of reasonable accommodation, no career growth opportunities; pay higher on the outside; environmental factors like not feeling valued, leadership, workload stress, government bureaucracy.

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 DoD Section 508 website at: http://dodcio.defense.gov/DoDSection508/Std_Stmt.aspx. The site includes an on-line fillable form for individuals who are experiencing difficulties in getting their assistive technology to properly interface with DoD Electronic and Information Technology (EIT). In addition, issues regarding Section 508 compliance are directed to the Air Force Disability Program Manager.

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.

Individuals can file ABA related complaints using the on-line fillable complaint form available at <https://www.access-board.gov/aba-enforcement/file-a-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.

In FY18, the Air Force DPM partnered with Air Force Logistics, Engineering & Force Protection (AF/A4) to address complaints arising from inaccessible facilities to ensure they are addressed in a timely manner. The AF DPM continues to collaborate with SAF/CIO to develop a solution to "fast track" RA software through the approval process for certification to the Air Force Evaluated Product List (AF EPL) and create a "508 Suite" of software for easy deployment on AF desktops. This effort is ongoing.

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.)

The average processing time for accommodation request in FY18 was 66 days as compared to the 30-day period required by the Air Force's RA procedures. The delay in processing accommodation requests is attributed to manager/supervisor lack of awareness of Air Force accommodation procedures. To remedy this issue, the AF updated the reasonable accommodation policy and the DPM developed a trifold fact sheet for supervisors that outlines the supervisor's responsibility and clarifying required timeline to implement requests for reasonable accommodation.

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.

Newly implemented AFI 36-205 encourages installations to establish full-time DPMs to assist managers and supervisors to comply with new RA procedures. In FY17, the agency engaged in activities to increase the knowledge and skills of installation DPMs and Civilian Personnel Specialists, who in turn provide training to managers and supervisors at the local level. All DPMs and CPSs were encouraged to complete OPM's Special Placement Program Coordinator training. In addition, the AF DPM conducted 3 "DPM All Calls" for all installation DPMs to disseminate information regarding RA procedures and timelines, reporting and tracking RA requests, and the use of the Schedule A hiring authority. Additional training was also provided at the AF EO and CPS World Wide training events.

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.

In FY18, the Air Force distributed Implementing Instructions for Providing Personal Assistance Services to managers and supervisors. The AF DPM developed and distributed to all installation DPMS a PAS Toolkit that provides instructions and templates for requesting and providing PAS to qualified employees with disabilities. Throughout FY18, Ms. Shock provided training to managers, supervisors and installation DPMs on implementing PAS. PAS were provided to 2 PWTs to attend training in FY18. These services were approved and implemented in less than 20 business days.

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 N/A

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 No

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.

N/A

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 N/A

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.

Requested accommodations were implemented. Installation managers and supervisors were provided training on the Air Force's reasonable accommodation policy and procedures.
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Section VIII: Identification and Removal of Barriers

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

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

Answer Yes

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

Answer Yes

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

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?	Lack of centralized funding for all reasonable accommodations							
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i>							
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.								
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.	Accommodations are denied due to unit funding							
Objective	Centralized funding for all reasonable accommodations <table border="1" data-bbox="483 926 1507 1073"> <tr> <td>Date Objective Initiated</td> <td>Sep 1, 18</td> </tr> <tr> <td>Target Date For Completion Of Objective</td> <td>Oct 1, 19</td> </tr> </table>				Date Objective Initiated	Sep 1, 18	Target Date For Completion Of Objective	Oct 1, 19
Date Objective Initiated	Sep 1, 18							
Target Date For Completion Of Objective	Oct 1, 19							
Responsible Officials	Kendra Shock Disability Program Manager							
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)				
09/30/2018	Create vacancy like announcements on USAJOBS directing applicants to AF Civilian Careers website for noncompetitive application procedures. Create a searchable repository of Schedule A candidates. AF Civilian Personnel Offices and DPMs will have access to the repository to view, retrieve and refer local candidates	Yes	09/30/2019	09/30/2019				
Fiscal Year	Accomplishments							

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?	Low number of applicants with targeted disabilities hired using Schedule A							
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i>							
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.								
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.	The current Schedule A process is a the manual process that is labor intensive causing delays in customer assistance, lack of awareness by HR and hiring managers							
Objective	Increase the use of Schedule A process by implementing a centralized schedule A process / Providing training to hiring managers of the benefits of utilizing Schedule A <table border="1" data-bbox="487 945 1502 1092"> <tr> <td>Date Objective Initiated</td> <td>Oct 1, 2017</td> </tr> <tr> <td>Target Date For Completion Of Objective</td> <td>Mar 1, 2018</td> </tr> </table>				Date Objective Initiated	Oct 1, 2017	Target Date For Completion Of Objective	Mar 1, 2018
Date Objective Initiated	Oct 1, 2017							
Target Date For Completion Of Objective	Mar 1, 2018							
Responsible Officials	Kendra Shock Disability Program Manager							
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)				
09/01/2018	Create vacancy like announcements on USAJOBS directing applicants to AF Civilian Careers website for noncompetitive application procedures. Create a searchable repository of Schedule A candidates. AF Civilian Personnel Offices and DPMs will have access to the repository to view, retrieve and refer local candidates	Yes	09/30/2019					
07/01/2018	Hire a full time Selective Placement Program Coordinator	No	07/01/2019					
Fiscal Year	Accomplishments							

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?	Low number of completed reasonable accommodations and delays in providing reasonable accommodation													
STATEMENT OF BARRIER GROUPS:	<i>Barrier Group</i> People with Disabilities													
BARRIER ANALYSIS: Provide a description of the steps taken and data analyzed to determine cause of the condition.														
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.	Reasonable Accommodation, AFI 36-205, Chapter 8													
Objective	Air Force Reasonable Accommodation Tracking Spreadsheets <table border="1"> <tr> <td>Date Objective Initiated</td> <td>Oct 1, 2017</td> </tr> <tr> <td>Target Date For Completion Of Objective</td> <td>Jul 1, 2018</td> </tr> </table>				Date Objective Initiated	Oct 1, 2017	Target Date For Completion Of Objective	Jul 1, 2018						
Date Objective Initiated	Oct 1, 2017													
Target Date For Completion Of Objective	Jul 1, 2018													
Responsible Officials	Kendra Shock Disability Employment Program Manager													
<table border="1"> <thead> <tr> <th>Target Date (mm/dd/yyyy)</th> <th>Planned Activities</th> <th>Sufficient Staffing & Funding (Yes or No)</th> <th>Modified Date (mm/dd/yyyy)</th> <th>Completion Date (mm/dd/yyyy)</th> </tr> </thead> <tbody> <tr> <td>07/01/2018</td> <td>Include information on RA and AF RA process in manager/supervisor and new manager training modules</td> <td>Yes</td> <td></td> <td>12/01/2018</td> </tr> </tbody> </table>	Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)	07/01/2018	Include information on RA and AF RA process in manager/supervisor and new manager training modules	Yes		12/01/2018				
Target Date (mm/dd/yyyy)	Planned Activities	Sufficient Staffing & Funding (Yes or No)	Modified Date (mm/dd/yyyy)	Completion Date (mm/dd/yyyy)										
07/01/2018	Include information on RA and AF RA process in manager/supervisor and new manager training modules	Yes		12/01/2018										
<table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Accomplishments</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>AF DPM provided AF Training and development (A1D) guidance to develop RA and Schedule A curriculum for manager and supervisor training. This curriculum also included new Section 501 requirements to provide Personal Assistance Services. AF DPM Developed and distributed a fact sheet for supervisors and managers detailing the AF reasonable accommodation process as well as a fact sheet for individuals with disabilities outlining the process for requesting reasonable accommodations.</td> </tr> </tbody> </table>	Fiscal Year	Accomplishments	2018	AF DPM provided AF Training and development (A1D) guidance to develop RA and Schedule A curriculum for manager and supervisor training. This curriculum also included new Section 501 requirements to provide Personal Assistance Services. AF DPM Developed and distributed a fact sheet for supervisors and managers detailing the AF reasonable accommodation process as well as a fact sheet for individuals with disabilities outlining the process for requesting reasonable accommodations.										
Fiscal Year	Accomplishments													
2018	AF DPM provided AF Training and development (A1D) guidance to develop RA and Schedule A curriculum for manager and supervisor training. This curriculum also included new Section 501 requirements to provide Personal Assistance Services. AF DPM Developed and distributed a fact sheet for supervisors and managers detailing the AF reasonable accommodation process as well as a fact sheet for individuals with disabilities outlining the process for requesting reasonable accommodations.													

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

1) Lack of full time DPMs at the local level and full time AF SPPC impacts AF's ability to efficiently utilize the Schedule A Hiring authority to its fullest extent. 2) Most units have not budgeted for RA therefore, lack of centralized funding for all accommodations requires supervisors to depend on local funding.

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

The AF DPM Continues to improve communication by increasing the knowledge and skills of installation DPMs. In addition, in

FY18 the AF Disability Program Manager conducted 3 “DPM All Calls” for all installation DPMs to disseminate information regarding RA procedures and timelines, reporting and tracking RA requests and the use of the Schedule A hiring Authority. Additional training was also provided at the AF EO World Wide training event where the RA factsheets were distributed. DPM were also briefed on the use of the new automated Schedule A process and the Schedule A resume depository. To date this database has 150 applications.

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.

Following up on the 2016 Secretary of the Air Force Diversity and Inclusion (D&I) memorandum, the Acting Assistant Secretary for Manpower and Reserves, Mr. Daniel R. Sitterly distributed a memo to all Air Force commanders reinforcing the obligation to fund RAs for employees with disabilities, outlining the procedures for tracking expenses related to providing RAs, and reiterating that funding shortfalls at the unit-level are not a valid basis for denial of RAs. In addition, Air Force continues to centrally fund RAs required for employees with disabilities to participate in training and career development courses. The AF DPM will continue to engage with Air Force leadership to develop centralized funding for all reasonable accommodations.



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS, UNITED STATES AIR FORCE
WASHINGTON, DC

22 February 2022

MEMORANDUM FOR ALMAJCOM DCOM

SUBJECT: CY22-25 Department of the Air Force Civilian Strategic Human Capital Plan

The Department of the Air Force (DAF) civilian workforce of almost 200,000 represents a critical and substantial segment of the DAF's Total Force. Civilians are essential to carrying out our Nation's business and critical in supporting the DAF Total Force mission and overall readiness. Maximizing the civilian workforce requires a clear strategic human capital management plan to best support and accomplish the DAF mission and goals. The CY22-25 DAF Civilian Strategic Human Capital Plan is aligned with the President's Management Agenda and National Security Strategy, and enhances the execution of National Defense Strategy through the strengthening and empowerment of our DAF civilian workforce.

The DAF Civilian Strategic Human Capital Plan provides the strategic direction for managing the DAF civilian workforce over the next three calendar years in order to carry out our vital security mission effectively. It is organized around three over-arching human capital objectives:

- Deliver Talent
- Maximize Employee Performance
- Enhance and Transform Civilian Human Resources

These objectives are supported by a number of human capital strategies designed to increase effectiveness and foster a high-performing and engaged culture that leverages the diversity and talents within the civilian workforce. These strategies align with the Air Force and Space Force core values and support the DAF's key capabilities and competencies. As an accompanying document to the DAF Civilian Strategic Human Capital Plan, the FY22-23 DAF Civilian Human Capital Operating Plan lays out how the DAF will execute the DAF Civilian Strategic Human Capital Plan.

We look forward to partnering with you to execute the objectives in this plan and fully maximize the contributions the DAF civilian workforce bring to achieving the DAF's vital national security mission.

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GWENDOLYN R. DEFILIPPI, SES, DAF
Asst DCS, Manpower, Personnel and Services



*Department of the Air Force
Civilian Strategic Human Capital Plan*

Calendar Years 2022 - 2025

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Department of the Air Force Civilian Strategic Human Capital Plan

CY 2022 - CY 2025



Overview

Purpose

The CY 2022-2025 Department of the Air Force (DAF) Civilian Strategic Human Capital Plan provides the strategic direction for managing the DAF civilian workforce over the next three calendar years. The plan is derived from National, Department of Defense (DoD), and DAF priorities and is influenced by the Air Force's and Space Force's Core Values. The Office of Management and Budget (OMB) issues guidance requiring Federal agencies to develop a strategic plan. OMB Circular Number A-11 for 2017 states the Agency Strategic Plan (ASP) should present the long-term objectives that an agency hopes to accomplish at the beginning of each new term of an Administration by describing general and long-term goals, actions, and how the agency will deal with challenges and risks that may hinder achieving results. The DoD codified its alignment with federal policy in DoDI 1400.25, Vol 250, Civilian Strategic Human Capital Planning (SHCP), which establishes policy and assigns responsibilities for civilian strategic human capital planning, as part of total force planning, to meet current and future civilian employee requirements.



Civilian Airmen & Guardians

The DAF civilian workforce includes appropriated funded, non-appropriated funded, and Local National employees. Supporting both Air Force and Space Force, the civilian workforce is almost 200,000-strong and represents nearly a third of the DAF's Total Force. Civilians are essential to carrying out our Nation's business, and have faithfully served the DAF since its inception in 1947. DAF civilians are intrinsically critical to supporting our All-Volunteer Force and their families. Without question, our military Airmen and Guardians would not be ready or able to perform their missions without their civilian partners.

Civilians bring stability to the team, as well as leadership, commitment, and excellence. DAF civilians contribute to the mission across the globe serving side-by-side with our uniformed Airmen and Guardians both at home and abroad. DAF civilians work in 22 different career fields (CFs) with 60% of the DAF civilian workforce concentrated in five of the CFs: Logistics; Force Support; Science and Engineering; Civil Engineering; and Communications & Information.

Civilians are assigned to approximately 600 occupations and serve in a wide range of specialty occupations to include nuclear physicists, simulator pilots, social workers, aircraft maintainers, rocket scientists, civil engineers, financial analysts, cyber security experts, police officers, physicians, and human resources (HR) specialists. They develop and sustain aircraft, satellite and weapon systems; keep air and space base operations running 24/7; and they support Airmen, Guardians, and their families during natural disasters. Civilians are an integral part of the fabric that weaves together our total force. Maximizing the civilian workforce requires a clear strategic human capital management plan to best accomplish the Air Force and Space Force missions, support key capabilities and competencies, and maintain alignment with core values.

Air Force and Space Force Mission, Key Capabilities & Competencies, and Core Values



Air Force Mission: To fly, fight and win – airpower anytime, anywhere



Space Force Mission: Organize, train, and equip Guardians to conduct global space operations that enhance the way joint and coalition forces fight, while also offering decision makers military options to achieve national objectives.

The Air Force and Space Force achieve their missions through deployment of their **key capabilities and competencies**:

Air Force Capabilities

- **Air and Space Superiority** – Continually build distinctive capabilities that enable joint forces to dominate enemy operations in all dimensions: land, sea, air and space.
- **Global Presence** – Pursue technological advances that allow us to attack anywhere, anytime, more quickly and with greater precision than ever before.
- **Rapid Global Mobility** – Maintain and improve our ability to respond quickly and decisively anywhere we're needed around the globe.
- **Precision Engagement** – Hone the application of selective force against specific targets, advancing the reliable use of military power with minimal risk or collateral damage.
- **Information Superiority** – Advance data capabilities that allow joint force commanders to keep pace with information and incorporate it into a campaign's plans.
- **Agile Combat Support** – Offer expert combat support across deployment and sustainment, including all permanently based and expeditionary forces.

Space Force Competencies

- **Space Security** - Establish and promote stable conditions for the safe and secure access to space activities for civil, commercial, intelligence community, and multinational partners.
- **Combat Power Projection** - Integrate defensive and offensive operations to maintain a desired level of freedom of action relative to an adversary. Enhance freedom of action by deterring aggression or compelling an adversary to change behavior.
- **Space Mobility & Logistics** - Enable movement and support of military equipment and personnel in the space domain, from the space domain back to Earth, and to the space domain.
- **Information Mobility** - Provide timely, rapid and reliable collection and transportation of data across the range of military operations in support of tactical, operational, and strategic decision making.
- **Space Domain Awareness** - Effective identification, characterization and understanding of any factor associated with the space domain that could affect space operations and thereby impact the security, safety, economy, or environment of our Nation.

The Air Force and Space Force base these core capabilities and competencies on a commitment to their **core values**:

Air Force Core Values

- **Integrity First** - An Airman is a person of integrity, courage and conviction. They must be willing to control their impulses and exercise courage, honesty and accountability in order to do what is right even when no one is looking.
- **Service Before Self** - An Airman's professional duties take precedence over personal desires. Every Airman is expected to have the discipline to follow rules, exhibit self-control and possess respect for the beliefs, authority and worth of others.
- **Excellence in All We Do** - An Airman strives for continual improvement in self and service in order to propel the Air Force further and to achieve greater accomplishment and performance for themselves and their community.

"...we must transform our culture to one that values innovation, collaboration and accountability ... We must move with a sense of urgency today in order to rise to the challenges of tomorrow." - Gen. CQ Brown, Jr., Air Force Chief of Staff

"At the heart of the Guardian Ideal is the commitment between the leader and the led, founded upon our core values of Character, Connection, Commitment, and Courage. These values guide who we are and how we conduct our mission. They will unite and sustain us as we grow together as one interconnected force."

- Gen. John W. "Jay" Raymond, Chief of Space Operations

Space Force Core Values

- **Character** - We defend the Constitution and serve the nation. Consequently, high moral character and ethical standards are the foundation of our personal and professional lives. We embrace the virtues of integrity, grit, honesty, authenticity, and trustworthiness. We are fully accountable for our actions, and inactions. We honor our obligations to our mission, our fellow Guardians, and our loved ones.
- **Connection** - We are connected by a common purpose greater than ourselves. We are stronger together than we are individually. We seek out diversity and engage inclusively knowing that harnessing different perspectives fuels innovation. We strengthen our teams and the security of our nation by treating everyone with dignity, empathy, and respect. Our approach allows us to tap into the best that each person has to offer.
- **Commitment** - We are committed to the pursuit of mastery of ourselves, our profession, and our domain, knowing this is a lifelong journey and not a destination. We see opportunities to learn and grow with the help of our team where others see challenges and obstacles. We will make the best use of the diverse and unique strength of our teammates to achieve feats considered impossible by our adversaries.
- **Courage** - We do what needs to be done and say what needs to be said because it is right. We are steadfast and we hold to our convictions. We have the power to choose regardless of circumstance. We are biased toward action, accepting risk when necessary to secure and defend our domain. We act and speak fearlessly knowing our teammates and their leadership are unwavering in their support.

Strategic Alignment of Human Capital Goals and Strategies

Establishment of an agency civilian strategic human capital plan is part of the DAF's ongoing effort to align and implement human capital strategy with overall performance strategy. The objectives and strategies found in the DAF Civilian Strategic Human Capital Plan have been developed to enhance the execution of the National Security and Defense Strategies through the empowerment and strengthening of our DAF civilian workforce.

The CY 2022-2025 Civilian Strategic Human Capital Plan is organized around three over-arching human capital objectives:

- **Deliver Talent**
- **Maximize Employee Performance**
- **Enhance and Transform Civilian Human Resources**

These objectives are supported by a number of human capital strategies that are designed to increase effectiveness, align performance with DoD and DAF strategic objectives, and foster a high-performing and engaged culture that leverages the diversity and talents within the civilian workforce.

The DAF Civilian Strategic Human Capital Plan is also influenced and informed by the DoD HCOP and the over-arching lines of effort in the Interim National Security Strategic Guidance (INSSG):

- Promote a favorable distribution of power to deter and prevent adversaries from directly threatening the United States and our allies, inhibiting access to the global commons, or dominating key regions
- Lead and sustain a stable and open international system, underwritten by strong democratic alliances, partnerships, multilateral institutions, and rules
- Defend and nurture the underlying sources of American strength, including our people, our economy, our national defense, and our democracy at home

Our DAF Civilian Strategic Human Capital Plan also supports the strategies established in the 2021 President's Management Agenda, Priority 1: Strengthening and Empowering the Federal Workforce.



"I've made it the policy of the United States to protect, empower, and rebuild the career Federal workforce."
- President Joe Biden

Table 1 below depicts the strategic alignment of the DAF Civilian Strategic Human Capital Plan objectives and strategies with DoD strategic goals.

Table 1: CY 2022-2025 Air Force Civilian Strategic Human Capital Plan Framework

DoD Strategic Goals		
INSSG Goals	Goal 1: Promote a Favorable Distribution of Power... Goal 2: Lead and Sustain a Stable and Open International System... Goal 3: Defend and Nurture the Underlying Sources of American Strength...	
DoD HC Goal	Recruit, develop and retain an agile, information-advantaged, motivated, diverse and highly-skilled civilian workforce	
DoD HCOP Objectives	Deliver Talent Maximize Employee Performance Transform HR	
DAF HC Objectives	Human Capital Strategies	Proposed Outcomes
Deliver Talent	1.1 - Improve Recruitment and Hiring 1.2 - Promote Strategic Workforce Planning and Evaluation 1.3 - Enhance DAF Civilian Compensation and Benefits Policies 1.4 - Continuous Employee Development	<ul style="list-style-type: none"> • Air Force recognized as an employer of choice • Improved workforce diversity • Competitive for targeted talent • Recruitment and retention in priority fields/occupations • Right skills and talent for current and future work • Delegated authority levels aligned with statutes • Establish HCF Assessment follow-up process
Maximize Employee Performance	2.1 - Improve Alignment Between Performance Management and Recognition Programs 2.2 - Enhance Airmen Morale and Welfare 2.3 - Enhance DAF Workforce Management Policies 2.4 - Maximize Value/Contributions of the DAF Civilian Workforce and Promote a Culture of Improved Employee Engagement	<ul style="list-style-type: none"> • Improved individual and organizational performance • Motivated and engaged workforce • Retention of high performers within DAF
Enhance and Transform Civilian HR	3.1 - Build and Leverage Partnerships to Promote Enhanced Civilian Workforce Policy 3.2 - Support Development of an HR Community with Technical Depth and Institutional Breadth 3.3 - Pursue and Strengthen Civilian HR IT Strategies and Solutions 3.4 - Pursue Administrative Policy and Process Revisions to Support Operations	<ul style="list-style-type: none"> • Responsive to changing priorities and emerging missions • Data-driven and transparent decision making • Modern, effective, efficient, value- and business-focused HR management • Culture of continuous improvement



CY 2022 - CY 2025 Civilian Human Capital Objectives and Strategies

Human Capital Objective 1: Deliver Talent

The DAF civilian workforce performs a variety of vital functions that enable our warfighters to fight and win any conflict at home or abroad. Working in over 600 occupations and professions, the DAF recognizes that its civilian employees are central to maintaining military readiness. Civilians not only enable the force to concentrate on their warfighter role, but also bring specific non-military capabilities through their continuity, unique skills and competencies, and dedicated commitment to the mission. Their impact is felt throughout the force. Our civilians are always in demand and must be able to deliver on time and to standards.

Why This Matters

Critical to mission readiness is the availability and capability of the civilian workforce to meet the highest priorities of the DAF. The DoD has designated several critical workforce capabilities, to include cyber, intelligence, security cooperation, and financial management. To support these expectations, our human capital management strategy must ensure that gaps in skills and competencies are addressed by delivering the talent we need through competitive recruitment and hiring, strategic planning, and continuous employee development.

1.1 - Improve Recruitment and Hiring



"A diverse and inclusive force is a warfighting imperative. The Department of the Air Force must attract, recruit, and retain talented Americans from all backgrounds to leverage diverse ideas and experiences."

**- Department of the Air Force
Posture Statement, Fiscal Year
2022**

To maintain readiness, DAF must be effective at recruiting and hiring the skilled talent necessary to support the DAF's current and emerging mission requirements. Talent acquisition must be accomplished in a manner that delivers the needed resources when mission calls. The DAF must attract skilled and diverse candidates that will yield quality and timely results for hiring managers. As such, strategy 1.1 includes marketing the DAF as an employer of choice through increasing civilian workforce diversity, maximizing awareness and use of available hiring tools, and tracking timeliness and quality of the hiring process so as to identify opportunities for improvement.

1.2 - Promote Strategic Workforce Planning and Evaluation

A key requirement for Strategic Human Capital Management under Title 5, Code of Federal Regulation 250, subpart B, is the Human Capital Framework evaluation system. The DAF is required to ensure compliance with Merit Systems principles and identify, implement, and monitor process improvements. A management system that incorporates the framework will complement human capital planning, implementation, and evaluation of strategies and ensure accountability. Additionally, the current NDBOP identifies having an information-advantaged civilian workforce. Efforts in this area will promote greater use of workforce data, analytics, dashboards and other reporting tools to better identify and track the DAF's efforts to recruit, develop and retain an agile, motivated, diverse, highly-skilled, and information-advantaged civilian workforce.

1.3 - Enhance DAF Civilian Compensation and Benefits Policies

It is a challenge competing for talent in today's environment, where industry employers have greater flexibility in compensation and benefits for highly skilled, high-demand. The DAF must create opportunities to remain competitive for this talent by fully and effectively utilizing compensation flexibilities and benefits.

1.4 - Continuous Employee Development

Critical to mission readiness is the availability and capability of the civilian workforce to meet the DAF's highest priorities. To support this expectation, our talent development strategy must ensure gaps in skills and competencies are addressed. DAF organizations at every level must maintain workforce capabilities through education, training, and experiential development (ET&E); hold employees and supervisors accountable for their performance; and develop the leaders and managers we need for both current and future requirements.



"We're taking a bold approach to developing our Guardians, both military and civilians, to build a highly-skilled, unified, and inclusive force. We've set the conditions for a culture in which individuals are empowered and feel valued, and where high-performing teams can thrive."

- Patricia Mulcahy, Space Force Deputy Chief of Space Operations for Human Capital

Human Capital Objective 2: Maximize Employee Performance

The DAF's diverse mission and workforce require a complex set of policies and processes designed to ensure we maintain a high-performing inclusive culture. The DAF will achieve this objective by providing supervisors with the tools and support they need to lead and motivate their employees. We will ensure every employee has the opportunity to be successful through employee engagement, transparent processes, and rewarding high performance. The strategies within this objective will facilitate evaluating and improving our existing performance management policies and programs.

Why This Matters

Successful DAF mission completion relies on a high-performing and engaged workforce. To achieve maximum civilian performance and engagement, the DAF must ensure that its performance management systems are designed to establish realistic performance expectations; ensure each employee is evaluated accurately and fairly; and demonstrate the value of contributions through effective communications and feedback.

2.1 - Improve Alignment between Performance Management and Recognition Programs

Improving the link between performance management and recognition supports DAF's efforts to recruit and retain high performing employees and sustain DAF's readiness posture. Timely use of monetary and non-monetary recognition throughout the entire performance cycle provides supervisors and managers with the tools to improve organizational performance by building a culture of recognition and achievement. DAF's focus on improving this linkage looks to policy and technological tools to instill a recognition for performance culture.



"Most Department of Air Force talent management initiatives are directed towards a system that empowers all Airmen, military and civilian, to reach their full potential within a framework that increases agility, improves responsiveness, empowers performance, and provides transparency and simplicity."

- Lt. Gen Brian T. Kelly, Air Force Deputy Chief of Staff for Manpower, Personnel and Services

“Caring for Guardians and their loved ones will never be one thing, but all things. We exist in an ecosystem and our focus will be to always remember the interconnected and interdependent relationship of those things. The Guardian Ideal matters because Guardians matter. They are the weapon system.”

- Roger Towberman, Chief Master Sgt. of the Space Force

2.2 - Enhance Airmen and Guardian Morale and Welfare

Comprehensive Airman and Guardian well-being and health is comprised of a multitude of targeted programs, activities, and resiliency and coping skills to build and maintain an Air Force and Space Force community that promotes mental, physical, social, and spiritual well-being and health. The DAF’s goal is to build and sustain thriving and resilient Air Force and Space Force communities that foster mental, physical, social and spiritual fitness.



“In the Information Age and the modern battlefield, a culture of teamwork that integrates everyone’s diverse abilities, talents, and ideas is essential to maximize and deliver meaningful results.”

– Secretary of the Air Force, Frank Kendall

2.3 - Enhance DAF Workforce Management Policies

The DAF is committed to increasing the efficiency and effectiveness of managing its civilian workforce. The DAF must be poised to shift its workforce management policies to address changes in our Nation’s security mission.

2.4 - Maximize Value/Contributions of the DAF Civilian Workforce and Promote a Culture of Improved Employee Engagement

Readiness begins with people - and our civilian employees are best able to meet the mission when their value and contributions are maximized and they feel engaged. The DAF will use tools available such as surveys/assessments, Director's Calls, and Town Halls to hear our employees and use their feedback to improve the DAF and improve employee engagement.



"We must develop and empower leaders and provide the quality service and quality of life where our Airmen and families can reach their full potential."

- Gen. CQ Brown, Jr., Air Force Chief of Staff

"Rather than growing to gain new functions, we've empowered Guardians to be effective; re-organized them to be efficient and equipped them to use our small size as an enduring advantage." - **Gen. John W. "Jay" Raymond, Chief of Space Operations**

Human Capital Objective 3: Enhance and Transform Civilian Human Resources

The DAF is engaged in an ongoing effort to identify viable reform initiatives to increase the efficiency and effectiveness of specific lines of business, including the management of the civilian workforce. The strategies within this objective focus on the effectiveness and efficiency of HR Management business operations, processes, and capabilities at the enterprise level.

Why This Matters

Integrated end-to-end HR processes are important to avoiding waste and redundancy in civilian talent acquisition, training and development, and performance strategies. Ensuring human capital planning and HR activities are executed effectively and successfully requires a strong IT/business system strategy and capable HR professionals partnering with internal and external stakeholders.

3.1 - Build and Leverage Partnerships to Promote Enhanced Civilian Workforce Management

The DAF will work with internal and external stakeholders to identify personnel priorities and develop, execute, and administer a plan to enhance civilian workforce management. This will enable the DAF to build the readiness of workforce to effectively and efficiently support current and future missions.

“Delivering airpower for our nation requires more than just aircraft,” Brown added. “It requires Total Force Airmen – active duty, Guard, Reserve, civilians – in all Air Force specialties working together as a seamless team to operate, maintain and enable our mission and bring the unique capabilities and effects of airpower to bear.”

- Gen. CQ Brown, Jr., Air Force Chief of Staff

3.2 - Support Deliberate Development of an HR Community with Technical Depth and Institutional Breadth

Assurance that human capital strategies and HR processes are executed effectively and successfully is based not only on a strong relationship between HR and its strategic partners, but also on the availability of a credible, reliable, and efficient HR workforce. Strengthening HR capabilities will provide a positive return on investment by supporting strategic recruitment, competency and talent development, and retention goals for the DAF civilian workforce as a whole.



3.3 - Pursue and Strengthen Civilian HR IT Strategies and Solutions

Digital transformation underpins the ability to support DAF Airmen and effective Talent Management. It is a multi-year, portfolio-wide effort to provide systems and platforms and supporting infrastructure that drives after responsive, agile, transparent and simple IT solutions to empower performance while building/supporting Airmen and Guardians of competence and character.



“Every Airman, from every career field, is directly responsible for delivering, supporting, launching and driving airpower, which is the culmination of our diverse specialties, expertise and capabilities that make up our great Air Force.”

- Chief Master Sgt. of the Air Force JoAnne S. Bass.

3.4 - Pursue Administrative Policy and Process Revisions to Support Operations

The DAF is engaged in an ongoing effort to efficiently and effectively manage its civilian workforce and pursue administrative and operational process revisions to that end. DAF policy, publications, and instructions are developed and revised to address a continuously changing strategic landscape. Through the DAF inspection system program, internal controls provide reasonable assurance that the DAF is in compliance with applicable law; is fiscally responsible; and that its programs and administrative and operating functions are efficiently and effectively carried out.



Executing the Plan

“I see the Department of the Air Force as “One Team” comprised of two military services, but also as a member of a much bigger team, one that includes not just all the components of the Department of the Air Force...but also the other military departments and the Defense Department organizations that contribute to joint force capabilities. We are also members of an even larger team that includes the other parts of the federal government, and our allies and partners around the world. We have major responsibilities as a member of those larger teams, and we must meet them as part of our overall contribution to national security...” – Secretary of the Air Force, Frank Kendall

If the past two decades have taught us anything, it is that the demand for air and space power continues to grow. Our nation and our allies rely on it, and that means we must ensure America’s Airmen and Guardians are resourced and trained to fight alongside the Army, Navy, Marines, and Coast Guard to meet national security obligations. In the face of ever-evolving global threats, it is essential that the Department of the Air Force match force structure and capabilities to the missions we are relied upon to perform.

The civilian workforce is an integral part of the DAF Total Force and will be managed through the objectives and strategies of this Plan to ensure responsiveness to changing priorities and emerging missions. As an accompanying document to the DAF Civilian Strategic Human Capital Plan, the FY22-23 DAF Civilian Human Capital Operating Plan (HCOP) lays out how the DAF will execute the Strategic Human Capital 797954Plan. Through data-driven and transparent decision making and innovative value- and business-focused HR management, the DAF will successfully meet its Air Force and Space Force missions by delivering a high-performing and engaged civilian workforce and culture of continuous improvement and inclusion, today, tomorrow, and into the future.

Appendix A

List of Acronyms

ASP	Agency Strategic Plan
CF	Career Field
DAF	Department of the Air Force
DoD	Department of Defense
DoDI	Department of Defense Instruction
ET&E	Education, Training, and Experiential Development
FY	Fiscal Year
HC	Human Capital
HCF	Human Capital Framework
HCOP	Human Capital Operating Plan
HR	Human Resources
IT	Information Technology
NDBOP	National Defense Business Operations
NSS	National Security Strategy
OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense

ELIJAH E. CUMMINGS FEDERAL EMPLOYEE ANTIDISCRIMINATION ACT OF 2020 (FEAA)

The Elijah E. Cummings Federal Employee Antidiscrimination Act of 2020 (FEAA) amends the Notification and Federal Employee Antidiscrimination and Retaliation Act of 2002 to strengthen Federal antidiscrimination laws enforced by the U.S. Equal Employment Opportunity Commission (EEOC) and expands accountability within the Federal Government. Section 1133 of the FEAA, Notification of Violation, requires federal agencies to post final agency actions that result in a finding of discrimination within 90 days on the agency's public website. The notice must state that a finding of discrimination has been made and must remain posted not less than one year. The Elijah E. Cummings Federal Employee Antidiscrimination Act of 2020 also requires that Notifications of Violation regarding findings of discrimination be posted publicly for a minimum of one year. In addition, the Act requires Federal Agencies to report to the EEOC the disciplinary action taken because of a finding of a discrimination and/or the reason why an Agency failed to take disciplinary action.

The Space Development Agency (SDA) embraces equal employment opportunity (EEO), equity, diversity, accessibility, and inclusion. The core of EEO is the right to work and advance based on merit, ability, and potential, free from prejudice or discrimination. EEO covers all human capital and employment programs, management practices, and decisions including, but not limited to, recruitment, hiring, merit promotions, transfers, reassignments, training, career development, benefits, and separations.

Consistent with federal law and DoD policy, SDSA prohibits discrimination against any employee or applicant for employment because of race, color, religion, national origin, sex (including sexual orientation and gender identity), pregnancy, age, disability, genetic information, or protected EEO activity. Further, acts of retaliation against an employee who engages in protected activity, whistleblowing, or the exercise of any appeal or grievance right provided by law will not be tolerated in our workplace. SDA supports the decision of its employees to exercise all available rights under Civil Rights statutes.

As required by the Act, the following cases resulted in a finding a discrimination:

FY 2022 Notifications of Violation:

None

FY 2023 Notification of Violation:

None to date

PERSONAL ASSISTANCE SERVICES

Personal Assistance Services (PAS) allow individuals to perform activities of daily living that an individual would typically perform if they did not have a disability. PAS are services that are provided to people who require assistance to perform basic activities of daily living, such as assistance with removing and putting on clothing, eating, using the restroom, pushing a wheelchair or assistance with getting into or out of a vehicle at the work site.

Who qualifies to receive PAS?

A person is qualified for PAS if they:

- Are an employee of the agency
- Require PAS because of a targeted disability
- Will be able to perform the essential functions of their job, without posing a direct threat to safety, once PAS and any required reasonable accommodations have been provided
- Providing PAS does not impose an undue hardship on DLA.

What do PAS cover?

PAS allow individuals to perform activities of daily living that an individual would typically perform if they did not have a disability. They do not help individuals with disabilities perform their specific job functions, such as reviewing documents or answering questions that come through a call-in center. PAS differ from services that help an individual to perform job-related tasks, such as sign language interpreters who enable individuals who are deaf to communicate with coworkers, and readers who enable individuals who are blind or have learning disabilities to read printed text.

How to Request PAS

The procedure to request PAS is the same as for requesting a Reasonable Accommodation. Tell your supervisor about your need, or contact your Disability Program Coordinator (DPC). ([Link for DLA employees only](#))

Privacy

We keep information relating to a PAS confidential.

Information Tracking and Reporting

SDA tracks and reports PAS in a similar manner as reasonable accommodations.

Denial of PAS

SDA is required to provide PAS only if the requesting employee is entitled to them under federal regulations. Therefore, SDA may deny a request for PAS if:

- You are not an SDA employee
- You don't have a targeted disability that creates a need for PAS
- You aren't able to perform the essential functions of your job, even with PAS and reasonable accommodations

- You would create a direct threat to safety on the job, even with PAS and reasonable accommodations; or
 - Providing PAS would impose undue hardship on the agency
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FORMAL DEFINITIONS

Personal Assistance Services: Assistance with performing activities of daily living that an individual would typically perform if they did not have a disability, and that is not otherwise required as a reasonable accommodation, including, for example, assistance with removing and putting on clothing, eating, using the restroom, pushing a wheelchair or assisting someone with getting into or out of a vehicle at the worksite. (Note that this is not an exhaustive list.)

Targeted Disability: Targeted disabilities are a subset of conditions that would be considered disabilities under the Rehabilitation Act. The federal government has recognized that qualified individuals with certain disabilities face significant barriers to employment, which for some people may include lack of access to PAS in the workplace, that are above and beyond the barriers faced by people with the broader range of disabilities. The federal government calls these "targeted disabilities."

Note, however, that not everyone with a targeted disability will be entitled to PAS under the new regulations, because only some individuals with targeted disabilities require assistance with basic activities like eating and using the restroom. Medical conditions that are more likely to result in the need for PAS include, for example, missing limbs or paralysis due to spinal cord injury.

Undue Hardship: Undue hardship means that an accommodation would be unduly costly, extensive, substantial or disruptive, or would fundamentally alter the nature or operation of the department.

Essential Functions of a Job: Those job duties that are so fundamental to the position that the individual holds or desires that the individual cannot do the job without performing them. A function can be "essential" if, among other things:

- the position exists specifically to perform that function,
- there are a limited number of other employees who could perform the function, or
- the function is specialized and the individual is hired based on their ability to perform it.

Note that determination of the essential functions of a position must be done on a case-by-case basis so that it reflects the job as actually performed, and not simply the components of a generic position description.

NOTICE OF THE ARCHITECTURAL BARRIERS ACT (ABA) OF 1968

Background

The ABA is codified in 42 U.S. Code § 4151 through 4157 and defines how the Secretary of Defense is responsible for ensuring that individuals with physical disabilities have ready access and use of DoD buildings and facilities whenever possible, by prescribing standards for their design, construction, and alteration. The ABA applies to facilities designed, built, altered, or leased with certain federal funds, and non-federal facilities which were built or altered with federal grants or loans. The ABA requirements also have defined exceptions and limitations.

DoD Memorandum - "Access for People with Disabilities"



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

On October 31, 2008, the Deputy Secretary of Defense adopted the government-wide standards documented in Title 36, Code of Federal Regulations, § 1191 as part of the "DoD Standards" to comply with the ABA. –

The complete guidelines can be downloaded from the Government Printing Office's page on 36 CFR § 1191

Enforcement

For Questions and Concerns about the SDA ABA Program, please contact: Tamberly Averett at 571-767-9936 or Tamberly.Averett@dla.mil.

The United States Access Board accepts complaints that buildings covered by the ABA do not meet these standards. If you know of a covered building that does not meet the guidelines, you can file a complaint on the Access Board's complaints page. Complaints may be filed anonymously.

WHAT IS A REASONABLE ACCOMMODATION?

A Reasonable Accommodation (RA) is anything that SDSSA can do to **allow you to do your job when you have a long-term disability**. Your disability would have to limit you when:

- Doing the essential functions of your job, **OR**
- Enjoying the benefits or privileges of your job.

You have to be a qualified person, which means that:

1. You can **do the essential functions** of your job, with an accommodation, if you need one.
2. You have all needed skills, experience, education, certifications, etc.

Some examples of Reasonable Accommodations:

- Make existing facilities readily accessible
- Buy or change equipment
- Get a qualified reader or interpreter
- Modify your work schedule or make your job part-time
- Adjust examinations, training materials, or policies
- Restructure your job
- Reassign you to a vacant position

Essential Functions

A part of your job may be essential if:

- Your job exists to do that role
- You were hired for your expertise or ability to do that particular task

SDA and your RA Point of Contact will decide which parts of your job are essential using your position description.

Medical Documents

After you make your request, your supervisor may request medical documents through your DPC to confirm you have a qualified disability.

Interactive Process

The interactive process starts as soon as you request accommodation. You, your supervisor, and the DPC will **work together to find the best accommodation**. It's supposed to be **interactive and ongoing**.

You should first **explain how your disability limits you in performing your job**. Next, the three of you will review your functional limitations and find all possible accommodations. Your supervisor will then consult with the DPC and decide which accommodation to approve.

Undue Hardship

Your request for accommodation will be denied if providing the accommodation would cause DLA **significant difficulty or expense**, based on DLA's resources and the operation of your specific department.

Interim Accommodations

When you request an accommodation, your supervisor will try to give you an interim accommodation as soon as possible. This is a **temporary accommodation until your supervisor makes a decision**. It may be

terminated or modified at any time. If the DPC doesn't get your medical documents in time, the interim accommodation will be stopped.

Re-evaluation of an Accommodation

DLA may elect to re-evaluate whether **your accommodation is still:**

- **Effective**
- **Appropriate**
- Not causing DLA undue hardship.

This is supposed to happen **after a change** in:

- Your work environment
- Business systems, operations, and mission
- The essential functions of your position
- Your medical condition
- Technology or devices that can meet your needs.

The DPC will facilitate the re-evaluation.

You can request a re-evaluation, the DPC can request it, or a management official can request it. If you didn't request the re-evaluation, the DPC will tell you about it in writing.