

# Federal Election Commission



2018

EEOC Management  
Directive 715 Report  
(The Equal Employment Opportunity  
Program Annual Status Report)



**FEDERAL ELECTION COMMISSION**  
Washington, DC 20463

June 27, 2019

Mr. Carlton Hadden  
Director  
Office of Federal Operations  
U.S. Equal Employment Opportunity Commission  
131 M Street, NE  
Washington, DC 20507

Dear Mr. Hadden:

Enclosed is the Federal Election Commission's (FEC or the Commission) annual submission of its Equal Employment Opportunity (EEO) Program status report pursuant to the Equal Employment Opportunity Commission's (EEOC) Management Directive 715 (MD-715). The report has been filed timely, in accordance with the pro-active extension guidance provided by the EEOC for this fiscal reporting period. Included with the **2018 MD-715** report itself, are supporting materials to document the Agency's efforts, organized by a Table of Contents.

The 2018 FEC Chair (Caroline C. Hunter) and the Staff Director (Alec Palmer) remain supportive of the Agency's EEO Program and the efforts of my office to work towards becoming a Model EEO Program. Should you or any member of your staff have any questions about the enclosed report, please do not hesitate to call me at (202) 694-1228.

Sincerely,

A handwritten signature in black ink that reads "Kevin R. Salley". The signature is written in a cursive, flowing style.

Kevin R. Salley, Director  
Office of Equal Employment Opportunity

Enclosure: a/s



**FEDERAL ELECTION COMMISSION**  
Washington, DC 20463

## **FEDERAL ELECTION COMMISSION**

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TAB 1

Management Directive 715



## TAB 1.1

### Certification of Establishment of Continuing Equal Employment Opportunity Programs

**EEOC  
FORM  
715-01  
PART F**

***U.S. Equal Employment Opportunity Commission*  
FEDERAL AGENCY ANNUAL  
EEO PROGRAM STATUS REPORT**

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

I,

Kevin R. Salley, Director, Office of Equal  
Employment Opportunity, GS-0206-15,

am the

Principal EEO  
Director/Official for

The Federal Election Commission.

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

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

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

Kevin R. Salley, Director  
EEO Office



6/27/19

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

Date

Alec Palmer, Staff Director



6/27/19

Signature of Agency Head or Agency Head Designee

Date

## TAB 1.2

### Federal Agency Annual EEO Program Status Report Parts A Through E

# FEDERAL AGENCY ANNUAL EEO PROGRAM STATUS REPORT

MD-715

## PARTS A THROUGH E

### PART A: AGENCY

Federal Election Commission (there are no 2<sup>nd</sup>, 3<sup>rd</sup> or 4<sup>th</sup> reporting components); agency consists of 302 employees located at 1050 1<sup>st</sup> Street, NE, Washington, DC 20463; CPDF code: LF00; FIPS code: 9506

### PART B: TOTAL EMPLOYMENT

Total number of permanent full-time and part-time employees: 302

Permanent Workforce: 293

Temporary Workforce: 9

### PART C.1: HEAD OF AGENCY AND HEAD OF AGENCY DESIGNEE

Head of Agency - Federal Election Commission Chairman:

Steven T. Walther, (Effective January 1, 2017)

Caroline C. Hunter, (Effective January 1, 2018)

Head of Agency Designee – Alec Palmer, Staff Director

### PART C.2: AGENCY OFFICIALS RESPONSIBLE FOR OVERSIGHT OF EEO PROGRAMS:

Kevin R. Salley, Director, Office of Equal Employment Opportunity, GS-15, (202) 694-1228;  
[ksalley@fec.gov](mailto:ksalley@fec.gov)

### PART D.1: List of Subordinate Components Covered by this Report

There are no subordinate components at this agency.

### PART D. 2: Mandatory and Optional Documents for this Report

1. Organizational Chart
2. EEO Policy Statement
3. Strategic Plan
4. Anti-Harassment Policy and Procedures
5. Reasonable Accommodation Procedures
6. Alternative Dispute Resolution Policy and Procedures
7. Personal Assistance Services Policy and Procedures

## PART E – EXECUTIVE SUMMARY:

### PART E.1 – EXECUTIVE SUMMARY: Mission

#### **Mission/Background:**

The Federal Election Commission (FEC, Agency or the Commission) was established by Congress in 1975 as an independent regulatory agency responsible for administering and enforcing the Federal Election Campaign Act (FECA). Under the authority of this statute, which governs the financing of federal elections, the FEC is responsible for:

- disclosing federal campaign finance information to the public;
- enforcing the provisions of the FECA such as contribution limits and prohibitions; and
- monitoring the public funding of Presidential elections.

The FEC is a small, excepted service agency, with approximately 302 employees and most of these positions are filled by individuals in permanent full-time positions. The Agency consists of five (5) major components: the Commissioner's Offices, the Office of General Counsel (OGC), the Office of the Staff Director, the Office of Inspector General (OIG) and the Office of the Chief Financial Officer (CFO).

The Commission recognizes that FEC employees are its most valuable asset and that a workplace environment free from discrimination is not only a legal requirement, but critical to sustaining an efficient and productive workforce. The FEC is striving to become a "Model EEO Employer" by practicing inclusion and cultivating an environment that encourages collaboration, learning and growth, flexibility and fairness so that all individuals are empowered to participate and contribute to their full potential.

Responsibility for mission accomplishment is shared among six (6) Commissioners. During FY 2017 however, two Commissioners (Ann M. Ravel and Lee E. Goodman) left the Commission and as of the date of this report, these two vacancies remain unfilled. At the beginning of 2017, then Vice Chairman Steven T. Walther, began serving his term as Commission Chairman and Commissioner Caroline C. Hunter began serving as Vice Chair. At the beginning of 2018, Vice Chair Hunter began serving her term as Commission Chair and Ellen L. Weintraub, (the current 2019 Commission Chair) began serving as Vice Chair. Responsibility for day-to-day staff operations and administrative functions is assigned to the FEC Staff Director who reports directly to the Commissioners. The Director of the Commission's Equal Employment Opportunity Office (EEO Director) position has direct reporting authority to the Commissioners on all EEO matters but reports directly to the Staff Director for management and administrative purposes.

The EEO Office staff includes two EEO Specialists at the GS-13 level. The EEO Director, staff and the EEO programs have enjoyed the support of both the Chair and the Chairman, as well as the other Commissioners, the Staff Director and the Commission's Division Directors. As an excepted service agency, the FEC is subject to the requirements of Title V of the U.S. Code except as exempt under 2 U.S.C. for competitive service appointments. Finally, the FEC has a labor/management agreement with the National Treasury Employees Union which is applicable to approximately 60% of FEC staff.

The EEO Director and staff, on behalf of the Agency, strive to make progress toward the implementation of an ongoing affirmative action program for recruiting, hiring, placing, and assisting with developing the careers of individuals with disabilities (and targeted disabilities), as well as the other

underrepresented population groups: Hispanic or Latino, Native Hawaiian or Other Pacific Islander and American Indian and Alaska Native. In the past, the Human Resources (HR) Director has reported that HR will continue to cast as wide a net as possible in the Agency's recruitment efforts to attract the best qualified applicants to the FEC, to include individuals with disabilities, disabled veterans and the other aforementioned underrepresented population groups.

## PART E.2 – EXECUTIVE SUMMARY: Essential Elements A – F

- A. Demonstrated commitment from agency leadership – the FEC is fortunate to have support from agency leadership at the Commission level (including the Agency Head) and the Staff Director position. Separate EEO Policy Statements from both the Commission Chair and Staff Director are circulated to all staff annually. Additionally, centralized funding for providing accommodations for eligible staff (who have documented health issues and request accommodation) is funded and replenished as needed. FEC employees are well aware of the agency's EEO program and policies (which are posted online) and several training opportunities are offered to agency leadership and staff throughout each year.
- B. Efficiency – EEO leadership and staff do an excellent job of communicating it's neutrality to agency staff, that is, that this office is neither pro-employee nor pro-management, rather, its focus is to ensure that EEO policy and procedures are followed. The EEO leadership and staff periodically evaluate its EEO complaint resolution process to ensure it is efficient, fair and impartial and that processing times do not exceed those provided for in 29 C.F.R. Part 1614. The agency's complaint process must provide for neutral adjudication and consequently, the EEO office is kept separate from the legal defense arm of the agency (*i.e.*, the Office of General Counsel) and other agency offices having conflicting or competing interests. The EEO office has established and makes available an ADR program that facilitates an early, effective, neutral, efficient informal resolution of disputes. This enables disputants to potentially resolve disputes in a quick, amicable and cost effective manner.
- C. Integration of EEO into the agency's strategic mission – with support from the highest levels, EEO considerations should be an integral part of agency operations. Agency managers constitute a vital part of the agency's EEO program and the EEO office serves as a resource to these managers by providing direction, guidance and monitoring of key activities to achieve a diverse workplace free of barriers to equal opportunity. The EEO Director and staff have regular access to senior staff.
- D. Management and program accountability – EEO leadership and staff inform managers and supervisors of how they can contribute to the agency's EEO program by emphasizing that equality of opportunity is essential to attracting, developing and retaining the most qualified workforce, with such a workforce being essential to ensuring the agency's achievement of its strategic mission. Moreover, they make clear that all managers and supervisors share responsibility with EEO program and human resources officials for the successful implementation of EEO programs. Finally, they ensure that there is effective coordination between the agency's EEO office and related agency human resource programs, employee & labor relations, Administrative Services Division and other management programs, such as the Alternative Dispute Resolution and Conflict Coaching.

- E. Proactive prevention of unlawful discrimination – As part of its ongoing obligation to prevent and to eliminate barriers that impede free and open competition in the workplace, an annual agency self-assessment is conducted by the EEO Director and discussed with the Staff Director prior to submission of each year's report. The assessment details efforts to monitor progress, identify areas where barriers may operate to exclude certain groups. Strategic plans are developed to eliminate identified barriers, when applicable. The agency has developed and made known to all employees its effective anti-discrimination policy that explains what protections are afforded by the civil rights laws and how complaints may be raised, including the EEO process, other processes and the Accommodation Policy and procedures.
- F. Responsiveness and legal compliance – The EEO Director and Staff Director (agency-head designee) certify annually to the EEOC that the agency is in full compliance with the EEO laws and EEOC regulations, policy guidance, and other written instructions by signing the Certification EEOC FORM 715-01 PART F in the MD-715 report.

### **PART E.3 – EXECUTIVE SUMMARY: Workforce Analyses**

(Data appearing in the section is taken from the more comprehensive data tables found in the Data Tables Section)

**Workforce Participation Rates:** The FEC's workforce reflects its current efforts towards recruiting and retaining a highly qualified workforce that reflects the race, sex and ethnic diversity of the nation.

#### **FEC Total Workforce by Race and Ethnicity**

As of September 30, 2018, the FEC's total workforce was 302, a decrease of twenty (20) employees from the FY 2017 workforce of 322 employees or a net change of -6.21%. The Commission is an agency with a small workforce population. In FY 2018, thirty-three (33) employees left the agency and there were eighteen (18) newly hired employees. For the most part, these staff changes had only slight impact on the agency's demographics.

The numbers of the FEC's African American males decreased only slightly (i.e., by one [1], from thirty-three [33] to thirty-two [32]) and females also decreased only slightly (i.e., by six [6], from seventy [70] to sixty-four [64]) from last year to this year and continue to exceed the Civilian Labor Force (CLF) percentages. The FEC's Hispanic workforce remained the same at five [5] females and males stayed the same at two [2] and continue to be under represented when compared to the CLF. The Native American workforce remained the same at one (1) employee, although the percentage increased slightly from thirty-one [31] to thirty-three [33] again, due to the overall decrease in the workforce population. The Asian American males' numbers decreased slightly (from fourteen [14] to eleven [11] and the females' numbers remained the same at fourteen [14]. The Native Hawaiian or other Pacific Islander numbers remained constant at zero during FY 2018. In summary, the populations of, Hispanic, Native Hawaiian or Pacific Islander and Native American employees are not well represented and the populations of African American and Asian Americans are generally well represented in the overall FEC workforce (not reflective of analysis by grade). To illustrate:

- The total number of African American males decreased by one [1] and females decreased by six [6] (i.e., from thirty-three [33] to thirty-two [32] and from seventy [70] to sixty-four [64]). The percentages for males increased slightly as well given the slight decrease in the overall workforce population from 10.25% to 10.60%. However, the percentages for females decreased slightly from 21.74 % to 21.19% of the total FEC workforce. The percentages for both male and female groups added together decreased slightly from 31.99 % in FY 2017 to 31.79% FY 2018 of the total FEC workforce, although, this year as last, the representation of both African American male and female groups (added together) surpassed that of the CLF (which is 12.02% using the 2010 CLF census numbers).
- The total number of Asian American employees decreased by three (3) from twenty-eight (28) to twenty-five (25) employees. Female Asian American employees remained the same at fourteen (14) and male Asian American employees decreased from fourteen (14) to eleven [11] employees. Both the female and the male groups together are 8.28% percent of the workforce (down from 8.7% in 2017) but continue to be well represented when compared to the CLF where Asian American employees constitute 3.9%.
- The American Indian and Alaska Native workforce population during FY 2018 remained constant at one (1) male employee. Because the total workforce decreased slightly during 2018, this one male employee represents an increase of 0.33% in 2018 compared to 0.31% in 2017. However, this still indicates under-representation when compared to the percentage of the CLF for males which is at .55%.
- The total number of Hispanic employees remained constant at seven employees in 2018. The male Hispanic employees remained unchanged at two (2) and the females remained unchanged at five (5). Given the overall slightly smaller size of the workforce this year, the percentages for the male employees increased from 0.62% to 0.66 % and the female employees increased from 1.55% in 2017 to 1.66% of the workforce. Both the male and the female groups together represent 2.32% of the workforce which, when compared to the percentages of both groups in the CLF at 9.96 %, continue to be seriously under-represented.

### **FEC Total Workforce by Race and Sex**

During FY 2018, the FEC workforce decreased by twenty (20), from 322 to a total of 302 employees. While there were changes in the demographics of the agency's workforce, the percentages of representation of the various groups did not result in changes of statistical significance during FY 2018.

The overall population of male employees decreased in 2018 down ten (10) from one hundred and forty seven (147) to one hundred and thirty seven (137) and even though the overall population decreased, the percentage of males in the total workforce population also decreased slightly from 45.65% to 45.36%, which is still under the Civilian Labor Force (CLF) percentage of 51.86%. The workforce population of female employees decreased from one hundred and seventy-five (175) female employees in 2017 to one hundred and sixty-five (165) in 2018. Interestingly, the percentages of the total female



workforce population increased from 54.35% to 54.64% and continues to remain above the CLF percentage of 48.14%.

- When compared to the data from FY 2017, the representation for Latina female employees at the FEC increased during FY 2018 from 1.55% to 1.66% of the workforce, again, due to the slightly smaller overall workforce, but remains well below the CLF percentage of 4.79%.
- Latino males remained constant at 2 male employees but increased representation from 0.62% to 0.66% (largely due to the slight decrease in the size of the total workforce population), which is still considered “under-represented” when compared to the CLF at 5.17%.
- When compared to the data from FY2017, the representation for African American male and female employees at the FEC was slightly lower during FY2018. African American male employees decreased from thirty-three (33) to thirty-two and female employees decreased from seventy (70) to sixty-four (64) respectively. Representation for both groups however, increased slightly from 10.25% to 10.60 % for males and from 21.74% to 21.19% for females) due to the decreased numbers in the total workforce population. Both groups maintain larger representation rates than the CLF in general, where African American males are represented at 5.49% and females at 6.53%.
- The American Indian and Alaska Native workforce population during FY 2018 remained constant with one male American Indian employee and zero Alaska Native employees. Again, while representation increased slightly from .31% to .33% from FY2017 to FY2018 (due to the smaller total workforce population in 2018), it is still under-represented when compared to the percentage of the CLF for males which is at 0.55%.

The FEC has five major office components: the Office of the Commissioners, the Office of the Staff Director, the Office of the Chief Financial Officer, the Office of the General Counsel and the Office of the Inspector General. (See attached FEC Offices/Organization Chart). Representation in these offices should be generally reflective of the overall workforce profile, although under-representation is seen in the overall male population, and for both males and females in the Latino populations. The representation numbers of males and females in both the African American and Asian American populations exceed those of the Civilian Labor Force.

### **FEC Participation Rates by Grade and Pay**

In general, the largest work group at the FEC is made up of Officials and Managers who comprise 42.32% of the total agency workforce, followed by the Professionals who comprise 41.98%, with Administrative Support Workers rounding out the workforce at 15.36% and Services Workers who comprise 0.34%.

The workforce population described above is comprised of individuals who are required to administer and enforce the Federal Campaign Finance Law (FECA) and the staff whose positions provide support to them. The three largest offices that are responsible for mission-critical work at the FEC are the Office of General Counsel – (which consists mostly of attorneys and supervising attorney counsels), the Audit Division (which consists mostly of Auditors and supervising Auditor Managers), the Reports

Analysis Division (which consists mostly of Campaign Finance Analysts, supervising Campaign Finance Analysts and Managers). Additionally, the Information Division is staffed primarily with Communications Specialists who are responsible for training the regulated community about the FECA (via conferences, seminars, e-mail, phone and in-person contacts) and who develop the agency's publications and web content about the FECA.

### **Federal Sector EEO Complaints**

The FEC has filed timely its EEOC Form 462, report of complaints activity with the EEOC for FY 2018.

During FY 2018, EEO counseling was requested by three (3) employees for a total of three counseling requests. There was one (1) counseling activity pending completion at the end of the reporting period. There was one (1) complaint on hand at the beginning of the reporting period and one (1) formal complaint filed during the reporting period. During FY 2018, the number of formal complaints filed against the agency was one (1).

### **Alternative Dispute Resolution (ADR)**

ADR is available to all employees who participate in the complaint process. Managers are encouraged to actively participate in seeking informal resolutions of complaints in this manner.

### **Hearings**

In FY 2018, there were zero (0) complainants who requested hearings before EEOC Administrative Judges.

### **Appeals**

In FY 2018, there were zero (0) requests to appeal a final decision issued by the FEC.

## **PART E.4 – EXECUTIVE SUMMARY: Accomplishments**

During FY 2018, the Commission continued to experience diverse representation of individuals from most EEO groups at certain levels of employment throughout the Agency. However, please note that there is currently no representation from the Native Hawaiian or Other Pacific Islander groups and only one (1) employee in the American Indian or Alaska Native groups. Historically, the Commission has worked diligently to address perceived barriers to employment for members of underrepresented groups that join the FEC workforce and/or attempt to advance within it. Although the EEO office staff is small, it is experienced, knowledgeable and makes every effort to work with Agency management to identify, assess and eliminate any suspected employment barriers. Even though the FEC's small size tends to limit resources and opportunities, many EEO practices, policies and continue to be implemented on an ongoing basis - and new initiatives are developed and implemented as instructed by the EEOC or on an "as needed" basis.

At the beginning of FY 2018, the agency was in the final stages of the preparations for a major move to a new building in a different part of Washington, DC, which was originally thought to occur in February 2018 and ultimately changed to mid-March 2018. Early in 2017, the agency established a

“FECMOVE Committee” (staffed primarily with senior leadership providing oversight), and a dozen or more sub-committees (staffed by staff from all agency offices and divisions) to encourage wide-participation in the plans for this huge, disruptive change. It was anticipated that all staff would be impacted (in a wide variety of ways) and efforts were made to minimize this impact. Nonetheless, as of the date of this report, much progress has been made in settling in to the new environment and neighborhood. While some systems continue to be pending completion, staff are attempting to resume their regular work routines as much as possible.

During FY 2018, the FEC continued to face substantial challenges due to significant turnover in the FEC’s Office of Human Resources (OHR) over the past two and a half (2.5) years. This has resulted in some instability in certain agency programs and collaborative efforts between our offices. For example, in September 2018, the HR Director (who had been in this position at the FEC for nearly three years) and the Senior Specialist who also had been at the FEC for nearly the same amount of time, left the FEC. The agency leadership entered into a contract with “OPM Solutions” to assist with much of the HR work, and recently, an FEC existing staff person has been appointed to the HR Director position in an Acting capacity. As of the date of this report, that office remains understaffed, with key positions remaining unfilled, although an HR staff member has been appointed into the agency’s Selective Placement Coordinator (SPC) position.

The current HR staff are working to stabilize the HR services. However, the disruption created by such turnover has impacted the work of the EEO office, as the work it is responsible for may require HR input (data) and/or coordination (policies). Consequently, the instability that OHR has faced over the past several years has become an ongoing challenge to laying a foundation for the work of the EEO Office, its goals and ongoing planned actions that require collaboration between the two offices. However, based on a new collaborative environment we are establishing with existing staff in this office, we hope for and anticipate a positive change in this area for the coming months of FY2019 and beyond.

Success at maintaining stability in agency leadership of both the Staff Director and EEO Director positions over the past several years has allowed for continued movement on EEO-related initiatives. Some of the agency’s consistent actions during FY 2018 have included:

- Issuing the Chair’s EEO Policy Statement to all employees annually;
- Briefing all new employees about the agency’s EEO program, policies and practices as a regular feature in the agency’s New Employee Orientation;
- Issuing the Notice of the FEC’s Anti-Harassment Policy statement to all employees annually (occurs each June)
- Issuing the No FEAR Act Notice to all employees (occurs each December);
- Posting No FEAR data on the agency’s website quarterly
- Providing updates of Formal EEO Complaint activity to senior staff quarterly
- Providing individualized and on-demand training to employees and management regarding the agency’s Accommodation Policy
- Increasing personal contacts with counterparts at other Federal agencies and utilizing other resources to focus on efforts to increase representation of all underrepresented groups;
- Increasing staff awareness about (and appreciation for) the abilities and contributions of individuals who are “otherly abled” via agency news articles developed for the staff, to promote the successes of notable Americans with disabilities;
- Administering the agency’s Accommodation program, which involves:

../ responding to employee requests for accommodation;

../ evaluating medical data received;

../ requesting additional information when indicated;

../ arranging for ergonomic evaluations when indicated;

../ initiating the interactive process; and

../ conferring with Agency's medical consultant and other Agency offices (when appropriate);

- Encouraging site visits to CAP's Technical Center at the Pentagon and the Target Center at the Department of Agriculture for orientation education of FEC management staff about services of CAP and the Target Center;
- Arranging on-site visits by CAP's Ergonomic Specialists for five (5) or more employees when indicated by accommodation requests;
- Initiating discussions with management & staff regarding the projected need for health-related accommodations for members of the agency's aging workforce population;
- Attending numerous accommodation-related training programs and seminars to ensure staff knowledge and understanding in this area remains current;
- Maintaining accurate and detailed accommodation records;
- Maintaining accurate and detailed complaint records;
- Completing (timely) the Agency's MD-715 Annual Report;
- Disseminating the Agency's MD-715 Annual Report to agency leadership (and all) via the agency website;
- Utilizing the agency's intranet site ("FECnet"), email and/or other forms of technology to communicate EEO related information to agency staff on a regular basis;
- Conducting, organizing and/or developing training, events or commemorative activities (as appropriate) for FEC staff during the agency's recognized Special Emphasis Months: African American Heritage (February), Women's History (March), Asian American Heritage (May), Hispanic Heritage (September/October), Disability Employment Awareness (October) and American Indian Heritage (November);
- Providing interpretive services to an employee with a targeted disability; and
- Updating senior management on EEO program initiatives.

## **PART E.5 – EXECUTIVE SUMMARY: Planned Activities**

1. Work collaboratively in support of rebuilding the Office of Human Resources (OHR). During FY'19 and FY'20, our office plans to increase senior staff engagement and implementation of EEOC mandated goals by:

- enhancing current barrier analysis efforts through professional (contracted) resources to identify comprehensively any deficiencies or potential deficiencies that may exist in agency programs;
- assisting in development of agency recruitment strategies, vacancy projections, succession planning and selection recommendations for training/career development opportunities;
- ensuring proper consideration of the possible impact(s) on minorities, women and individuals with disabilities prior to agency decision-making on reorganizations and/or re-alignments;
- reviewing the agency's Merit Promotion Program Policy and Procedures for any systematic barriers that may be impeding full participation in the program by all groups;
- reviewing the agency's Employee Development/Training Programs for systematic barriers that may be impeding full participation in training opportunities by all groups; and
- consider the current feasibility of implementing an agency-wide mentoring program or other staff development program, using any workforce analysis and succession planning efforts that have been completed, are underway or are in the process of being implemented.

2. Ensure that the agency's hiring practices and procedures address the diversity goals previously set forth in Executive Orders 13548/13583 and that senior management engages in ongoing activities to address diversity in our workforce population.

3. Ensure that the agency's Accommodation, ADR and Complaint policies are updated and approved by the EEOC and remain available and accessible to all staff.

4. Maintain collaboration with the Finance Office regarding the use of centralized agency funds and processes for accommodating staff for health-related reasons.

5. Increase integration of EEO and diversity initiatives into agency mission.

6. Continue collateral duty partnership with the FEC's Office of Alternative Dispute Resolution to support and further develop the agency's "Conflict Coaching" program, a voluntary, self-directed resolution program made available to all FEC staff.

7. Continue partnership with the Computer Accommodation Program (CAP) to ensure that all employees with disabling conditions enjoy equal benefits of employment.

8. Encourage senior managers to participate in the barrier analysis process by:

- assisting EEO staff in identifying triggers/barriers that may be impeding the realization of equal employment opportunity;
- ensuring that when barriers are identified, agency management collaborates with the EEO office to develop and implements appropriate action plans to eliminate said barriers; and,
- ensuring that necessary action plans are developed and successfully implemented.

9. Continue utilization of FEC website, intranet, hallway and internal digital signage posting, as well as other available forms of technology to disseminate EEO updates and related information to all employees.

10. Support and facilitate HR Staff in their efforts to set hiring goals, actively recruit individuals with disabilities (including disabled veterans) and other underrepresented groups by:

- a. re-examining recruitment sources
- b. expanding recruitment sources
- c. discussing solicitation and on-boarding procedures

11. Expand outreach and recruitment efforts to reach qualified applicants from the agency's underrepresented groups-- most urgently, Hispanics/Latinos, Native Hawaiians or Other Pacific Islanders, American Indians and Individuals with Disabilities and Targeted Disabilities.

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## PART E.6 – EXECUTIVE SUMMARY: Response to Technical Assistance & Other Comments

*[EEOC comments on current barrier analysis efforts]*

*“We suggest that FEC implement the following planned activities:*

- identify the typical background and experience of individuals selected to GS-15 positions;*
- review the qualifications of females seeking career advancement;*
- examine the recruitment of females into GS-15 positions;*
- investigate every phase of the promotion process for GS-15 vacancies;*
- interview employees from the human resources office about their screening process;*
- meet with members of the interview panel about their process of selecting candidates for interviews and preparing their interview questions;*
- compare the qualifications of female applicants to the selectees’ qualifications;*
- conduct a longitudinal review of applicant flow statistics found in tables A7, A9, A11, and A12;*
- review the participation of females by grade level in the occupations with upward mobility; and*
- meet with selecting officials to examine their experiences in the hiring process and to discuss their perception of female candidates.”*

The ten (10) recommended courses of action above appear to suggest a workplace situation in which the following exist:

- a consistent, uniform hiring procedure;
- heavy involvement of EEO staff within that procedure;
- agency-wide succession planning; and
- agency-wide collaboration to not only ensure that barrier analysis takes place, but is effective in addressing any programmatic issues

Please note that this does not appear to be the current situation at the FEC. As mentioned in our previous reports, it has been a challenge to maintain stability in key partner offices (namely Human Resources) over the past several years – and also to identify and align common goals. Additionally, it

appears that our office needs to improve/enhance past efforts of providing the requested barrier analysis (BA) information, based on the technical feedback received to date. For these reasons, our office will be taking immediate steps to obtain additional resources to assist in this area. Our timetable for implementing solutions has begun and I anticipate steady progress over the next few years as we assemble the proper infrastructure to create a robust agency BA process. The tentative plan is as follows:

Years 1-3 (2019-2021): The FEC will secure professional barrier analysis services to ensure all aspects of existing programs, policies and procedures are properly considered and addressed in a thorough manner. Meaningful collaboration will be established and expected from each division/office contact and coordinated with the agency's three (3) EEO Office staff. This should result in a 2019 MD-715 that provides baseline data conforming to the Office for Federal Operations (OFO) standards for data production, analysis and adoption of collaborative techniques, while readily identifying triggers and barriers to employment (and providing corresponding action plans). Program success will continue to be measured against the Technical Assistance guidance provided by OFO and our EEOC contacts.

Year 4 and beyond (2022 - ): Evaluate progress in years 1-3 through coordination with OFO on an ongoing basis and continue if successful. Re-evaluate as necessary and/or restructure BA efforts.

#### Revision of EEO Policies

In accordance with OFO feedback and guidance provided in most the recent Technical Assistance meeting (5/22/19), we plan to complete revisions to the following policies during FY'19:

- ADR Policy
- Accommodation Policy
- Anti-Harassment Policy

The Affirmative Action Plan revisions will be ongoing and tied to pending barrier analyses.

Until our contracted barrier analysis services come online later this fiscal year, the Office of Equal Employment Opportunity will continue to conduct a casual analysis of the deficiency of diversity within certain Race/National Origin (RNO) categories - - specifically the lack of diversity represented within the GS-15 and Senior level staff positions.

Over the past year it has become concerning that zero (0) minority applicants were selected for internal competitive promotions at the GS-15 or Senior level. While the total number of internal competitive promotions at the agency equaled thirty-four (34) internal promotions for FY 2018; 85% or twenty-nine (29) were awarded to White applicants, 6% or two (2) were awarded to African American applicants, 6% or two (2) were awarded to Asian applicants, 3% or one (1) was awarded to other applicants identifying as two or more races and zero (0) were awarded to Hispanic applicants. In the Office of General Counsel, zero (0) minority applicants were selected for any internal competitive promotion at any grade level during FY 2018. (See Chart 1 – Uploaded Supplemental Documentation)

With regards to new hires in FY 2018 ,the agency brought on-board a total of eighteen (18) new employees: 72 % or thirteen (13) represented White applicants, 22% or four ( 4) represented African

American applicants and 6% or one (1) represented Hispanic applicants. (See Chart 2 – Uploaded Supplemental Documentation)

FEC management should evaluate and identify current workplace policies, procedures or practices that may be contributing to the lack of diversity at the GS-15 and Senior levels of the agency so that they can be addressed and eliminated. Possible root causes for these barriers could be a lack of a formal mentoring program, unconscious bias/attitudes that may exist in current leadership regarding minority applicants, annual performance evaluation scores and limited recruitment activities when it comes to hiring individuals from under-represented groups. In collaboration with FEC management, the EEO Office plans to implement a rigorous barrier analysis program during the next fiscal year and make recommendations/suggestions to FEC management about ways to eliminate barriers to GS-15 and Senior level employment opportunities for minority applicants.

Historically, the FEC has encountered challenges when it comes to recruiting and retaining members of certain under-represented groups. As stated previously, Hispanic or Latino male employees make up only 0.68% and females 1.71 % of staff where the statistics for the Civilian Labor Force (CLP) for Hispanic or Latino males is 5.17% and females is 4.79%, respectively. The agency currently has zero (0) employees who identify as Native Hawaiians or Pacific Islanders and we have one (1) employee who identifies as American Indian. Conversely, the FEC has had success in employing members of other underrepresented groups (African Americans and Asians) at a rate higher than the CLP, although the data reflects that a low number of these employees are represented within the GS-15 and Senior level staff positions. When it comes to reaching this level, a demographic analysis shows that:

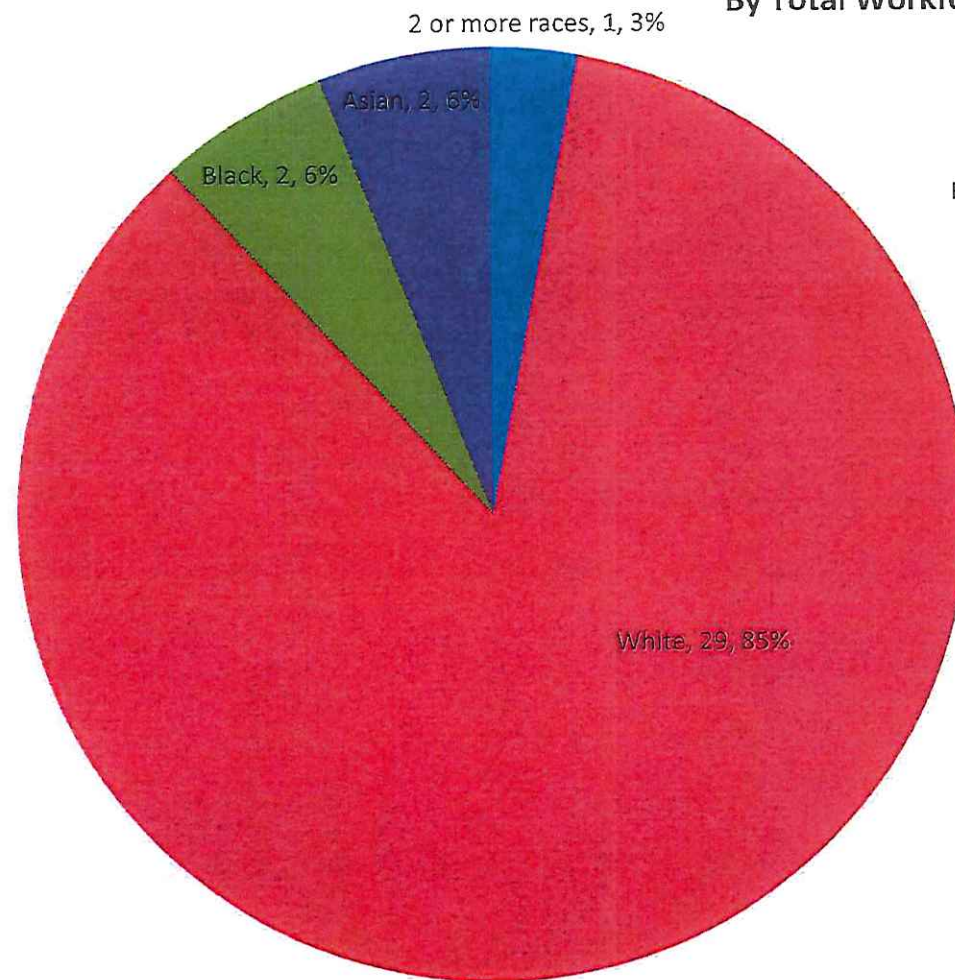
- White employees make up 76% or thirty-two (32) employees;
- Hispanic employees make up 3% or one (1) employee;
- African American employees make up 14% or six (6) employees and;
- Asian employees make up 7% or three (3) employees. (See Chart 3 – Uploaded Supplemental Documentation)

The EEO Office plans to continue to monitor this data annually, make appropriate recommendations to FEC management and collaborate on solutions so that these and any other triggers which are found to exist can be addressed before they become barriers to employment opportunities.



# CHART 1

# FEC Internal Competitive Promotions- By Total Workforce Race/Ethnicity



FEC Internal Competitive Promotions = 34

■ 2 or more races

■ White

■ Black

■ Asian

| Major Occupation  | Total Workforce Permanent |        |                           | RACE/ETHNICITY     |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
|---|---------------------------|--------|---------------------------|--------------------|------|------------------------|--------|---|-------|----------------------------------|------|-------------------|------|--------|------|--------|--|
|   |                           |        |                           | Hispanic or Latino |      | Non-Hispanic or Latino |        |   |       |                                  |      |                   |      |        |      |        |  |
|   | White                     |        | Black or African American |                    |      | Asian                  |        | Native Hawaiian or Other Pacific Islander |       | American Indian or Alaska Native |      | Two or More Races |      |        |      |        |  |
| All   | Male                      | Female | Male                      | Female             | Male | Female                 | Male   | Female                                    | Male  | Female                           | Male | Female            | Male | Female | Male | Female |  |
| Job Title/Series: 0905-GENERAL ATTORNEY   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Total Applications Received   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Qualified   | 100%                      | 0%     | 0%                        | 0%                 | 0%   | 0%                     | 0%     | 0%  | 0%    | 0%                               | 0%   | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| Selected  | 13                        | 6      | 7                         | 0                  | 0    | 6                      | 7      | 0   | 0     | 0                                | 0    | 0                 | 0    | 0      | 0    | 0      |  |
|   | 100%                      | 46.15% | 53.85%                    | 0%                 | 0%   | 46.15%                 | 53.85% | 0%  | 0%    | 0%                               | 0%   | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| Relevant Applicant Pool   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Job Title/Series: 0301-MISCELLANEOUS ADMINISTRATION & PROGRAM   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Total Applications Received   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Qualified   | 100%                      | 0%     | 0%                        | 0%                 | 0%   | 0%                     | 0%     | 0%  | 0%    | 0%                               | 0%   | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| Selected  | 18                        | 7      | 11                        | 0                  | 0    | 7                      | 9      | 0   | 1     | 0                                | 0    | 0                 | 0    | 0      | 0    | 1      |  |
|   | 100%                      | 38.89% | 61.11%                    | 0%                 | 0%   | 38.89%                 | 50.00% | 0%  | 5.56% | 0%                               | 0%   | 0%                | 0%   | 0%     | 0%   | 5.56%  |  |
| Relevant Applicant Pool   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Job Title/Series: 2210-INFORMATION TECHNOLOGY SPECIALIST  |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Total Applications Received   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Qualified   | 100%                      | 0%     | 0%                        | 0%                 | 0%   | 0%                     | 0%     | 0%  | 0%    | 0%                               | 0%   | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| Selected  | 1                         | 1      | 0                         | 0                  | 0    | 0                      | 0      | 0   | 0     | 1                                | 0    | 0                 | 0    | 0      | 0    | 0      |  |
|   | 100%                      | 100%   | 0%                        | 0%                 | 0%   | 0%                     | 0%     | 0%  | 0%    | 100%                             | 0%   | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| Relevant Applicant Pool   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Job Title/Series: 0511-AUDITING   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Total Applications Received   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| Qualified   | 100%                      | 0%     | 0%                        | 0%                 | 0%   | 0%                     | 0%     | 0%  | 0%    | 0%                               | 0%   | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| Selected  | 2                         | 2      | 0                         | 0                  | 0    | 0                      | 0      | 1   | 0     | 1                                | 0    | 0                 | 0    | 0      | 0    | 0      |  |
|   | 100%                      | 100%   | 0%                        | 0%                 | 0%   | 0%                     | 0%     | 50.00%                                    | 0%    | 50.00%                           | 0%   | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| Relevant Applicant Pool   |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |
| "Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced. |                           |        |                           |                    |      |                        |        |   |       |                                  |      |                   |      |        |      |        |  |

"Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced.



Table A11: Internal Selections for Senior Level Positions (GS 13/14, GS 15, and SES) - Distribution by Race/Ethnicity and Sex

|   | Total Workforce Permanent |        |                           | RACE/ETHNICITY     |        |                        |        |   |        |                                  |        |                   |        |      |        |      |        |
|---|---------------------------|--------|---------------------------|--------------------|--------|------------------------|--------|---|--------|----------------------------------|--------|-------------------|--------|------|--------|------|--------|
|   |                           |        |                           | Hispanic or Latino |        | Non-Hispanic or Latino |        |   |        |                                  |        |                   |        |      |        |      |        |
|   | White                     |        | Black or African American |                    |        | Asian                  |        | Native Hawaiian or Other Pacific Islander |        | American Indian or Alaska Native |        | Two or More Races |        |      |        |      |        |
|   | All                       | Male   | Female                    | Male               | Female | Male                   | Female | Male                                      | Female | Male                             | Female | Male              | Female | Male | Female | Male | Female |
| Job Series/Grade(s) of Vacancy: GS-13   |                           |        |                           |                    |        |                        |        |   |        |                                  |        |                   |        |      |        |      |        |
| Total Applications Received   | 100%                      | 0%     | 0%                        | 0%                 | 0%     | 0%                     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Qualified   | 100%                      | 0%     | 0%                        | 0%                 | 0%     | 0%                     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Selected  | 5                         | 3      | 2                         | 0                  | 0      | 1                      | 2      | 1   | 0      | 1                                | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|   | 100%                      | 60.00% | 40.00%                    | 0%                 | 0%     | 20.00%                 | 40.00% | 20.00%                                    | 0%     | 20.00%                           | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Relevant Applicant Pool   |                           |        |                           |                    |        |                        |        |   |        |                                  |        |                   |        |      |        |      |        |
| Job Series/Grade(s) of Vacancy: GS-14   |                           |        |                           |                    |        |                        |        |   |        |                                  |        |                   |        |      |        |      |        |
| Total Applications Received   | 100%                      | 0%     | 0%                        | 0%                 | 0%     | 0%                     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Qualified   | 100%                      | 0%     | 0%                        | 0%                 | 0%     | 0%                     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Selected  | 9                         | 4      | 5                         | 0                  | 0      | 3                      | 5      | 0   | 0      | 1                                | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|   | 100%                      | 44.44% | 55.56%                    | 0%                 | 0%     | 33.33%                 | 55.56% | 0%  | 0%     | 11.11%                           | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Relevant Applicant Pool   |                           |        |                           |                    |        |                        |        |   |        |                                  |        |                   |        |      |        |      |        |
| Job Series/Grade(s) of Vacancy: GS-15   |                           |        |                           |                    |        |                        |        |   |        |                                  |        |                   |        |      |        |      |        |
| Total Applications Received   | 100%                      | 0%     | 0%                        | 0%                 | 0%     | 0%                     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Qualified   | 100%                      | 0%     | 0%                        | 0%                 | 0%     | 0%                     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Selected  | 5                         | 2      | 3                         | 0                  | 0      | 2                      | 3      | 0   | 0      | 0                                | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|   | 100%                      | 40.00% | 60.00%                    | 0%                 | 0%     | 40.00%                 | 60.00% | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Relevant Applicant Pool   |                           |        |                           |                    |        |                        |        |   |        |                                  |        |                   |        |      |        |      |        |
| Job Series/Grade(s) of Vacancy: SES   |                           |        |                           |                    |        |                        |        |   |        |                                  |        |                   |        |      |        |      |        |
| Total Applications Received   | 100%                      | 0%     | 0%                        | 0%                 | 0%     | 0%                     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Qualified   | 100%                      | 0%     | 0%                        | 0%                 | 0%     | 0%                     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Selected  | 2                         | 1      | 1                         | 0                  | 0      | 1                      | 1      | 0   | 0      | 0                                | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|   | 100%                      | 50.00% | 50.00%                    | 0%                 | 0%     | 50.00%                 | 50.00% | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| Relevant Applicant Pool   |                           |        |                           |                    |        |                        |        |   |        |                                  |        |                   |        |      |        |      |        |
| "Relevant Applicant Pool" = all employees in the next lower pay grade and in all series that qualify them for the position announced. |                           |        |                           |                    |        |                        |        |   |        |                                  |        |                   |        |      |        |      |        |

# CHART 2

# FEC New Hires- By Total Workforce Race/Ethnicity

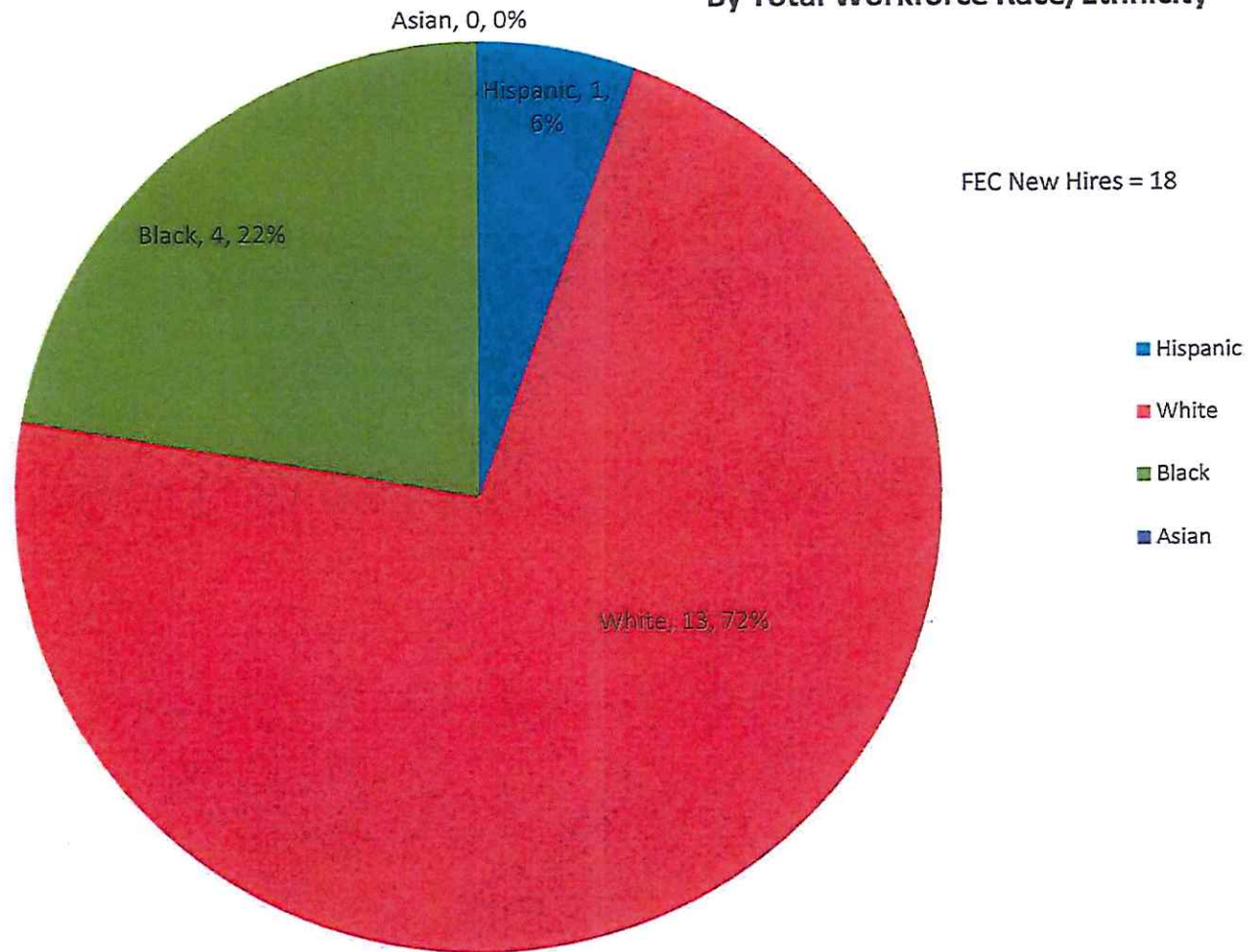


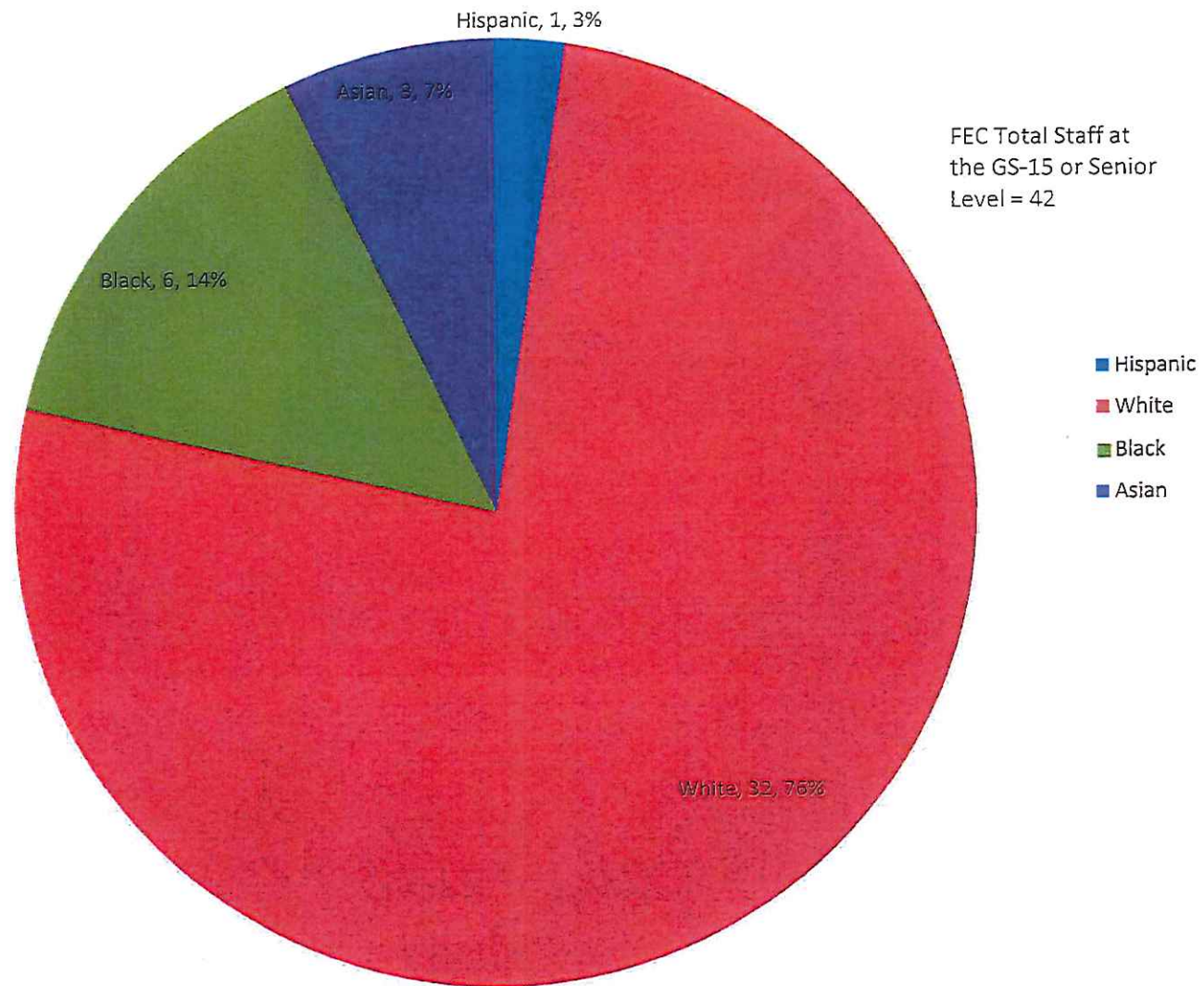
Table A8: New Hires By Type of Appointment - Distribution by Race/Ethnicity and Sex

| Type of Appointment | Total Workforce All |        |        | RACE/ETHNICITY     |       |                        |        |                           |        |       |        |   |        |                                  |        |                   |        |
|---------------------|---------------------|--------|--------|--------------------|-------|------------------------|--------|---------------------------|--------|-------|--------|---|--------|----------------------------------|--------|-------------------|--------|
|                     |                     |        |        | Hispanic or Latino |       | Non-Hispanic or Latino |        |                           |        |       |        |   |        |                                  |        |                   |        |
|                     |                     |        |        |                    |       | White                  |        | Black or African American |        | Asian |        | Native Hawaiian or Other Pacific Islander |        | American Indian or Alaska Native |        | Two or More Races |        |
|                     |                     |        |        |                    |       | Male                   | Female | Male                      | Female | Male  | Female | Male                                      | Female | Male                             | Female | Male              | Female |
| Permanent           | 14                  | 4      | 10     | 1                  | 0     | 2                      | 8      | 1                         | 2      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|                     | 100%                | 28.57% | 71.43% | 7.14%              | 0%    | 14.29%                 | 57.14% | 7.14%                     | 14.29% | 0%    | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| Temporary           | 4                   | 3      | 1      | 0                  | 0     | 2                      | 1      | 1                         | 0      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|                     | 100%                | 75.00% | 25.00% | 0%                 | 0%    | 50.00%                 | 25.00% | 25.00%                    | 0%     | 0%    | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| Non-Appropriated    | 0                   | 0      | 0      | 0                  | 0     | 0                      | 0      | 0                         | 0      | 0     | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|                     | 100%                | 0%     | 0%     | 0%                 | 0%    | 0%                     | 0%     | 0%                        | 0%     | 0%    | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| CLF (2010)          | 100%                | 51.86% | 48.14% | 5.17%              | 4.79% | 38.33%                 | 34.03% | 5.49%                     | 6.53%  | 1.97% | 1.93%  | 0.07%                                     | 0.07%  | 0.55%                            | 0.53%  | 0.26%             | 0.28%  |

# CHART 3



FEC Staff at the GS-15 or Senior Level- Total  
Workforce by Race/Ethnicity



[illegible][illegible]



Table A4-2: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent)

| GS/GM, SES and Related<br>Grades includes GS | Total Workforce<br>Permanent |        |        | RACE/ETHNICITY           |        |                        |        |                              |        |        |        |  |        |                                     |        |                   |        |
|--|------------------------------|--------|--------|--------------------------|--------|------------------------|--------|------------------------------|--------|--------|--------|--|--------|-------------------------------------|--------|-------------------|--------|
|  |                              |        |        | Hispanic<br>or<br>Latino |        | Non-Hispanic or Latino |        |                              |        |        |        |  |        |                                     |        |                   |        |
|  |                              |        |        |                          |        | White                  |        | Black or African<br>American |        | Asian  |        | Native Hawaiian or<br>Other Pacific Islander |        | American Indian or<br>Alaska Native |        | Two or More Races |        |
|  | All                          | Male   | Female | Male                     | Female | Male                   | Female | Male                         | Female | Male   | Female | Male   | Female | Male                                | Female | Male              | Female |
| GS-01  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-02  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-03  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-04  | 1                            | 0      | 1      | 0                        | 0      | 0                      | 1      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0.34%                        | 0%     | 0.62%  | 0%                       | 0%     | 0%                     | 1.32%  | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-05  | 4                            | 2      | 2      | 0                        | 0      | 1                      | 0      | 1                            | 2      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 1.37%                        | 1.52%  | 1.24%  | 0%                       | 0%     | 1.16%                  | 0%     | 3.13%                        | 3.13%  | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-06  | 2                            | 1      | 1      | 0                        | 0      | 0                      | 0      | 1                            | 1      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0.68%                        | 0.76%  | 0.62%  | 0%                       | 0%     | 0%                     | 0%     | 3.13%                        | 1.56%  | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-07  | 16                           | 5      | 11     | 0                        | 0      | 3                      | 3      | 2                            | 8      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 5.46%                        | 3.79%  | 6.83%  | 0%                       | 0%     | 3.49%                  | 3.95%  | 6.25%                        | 12.50% | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-08  | 9                            | 5      | 4      | 0                        | 1      | 0                      | 0      | 5                            | 3      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 3.07%                        | 3.79%  | 2.48%  | 0%                       | 20.00% | 0%                     | 0%     | 15.63%                       | 4.69%  | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-09  | 18                           | 6      | 12     | 0                        | 1      | 3                      | 4      | 3                            | 7      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 6.14%                        | 4.55%  | 7.45%  | 0%                       | 20.00% | 3.49%                  | 5.26%  | 9.38%                        | 10.94% | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-10  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-11  | 28                           | 11     | 17     | 0                        | 1      | 9                      | 6      | 2                            | 10     | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 9.56%                        | 8.33%  | 10.56% | 0%                       | 20.00% | 10.47%                 | 7.89%  | 6.25%                        | 15.63% | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-12  | 32                           | 13     | 19     | 0                        | 0      | 10                     | 8      | 2                            | 8      | 1      | 2      | 0  | 0      | 0                                   | 0      | 0                 | 1      |
|  | 10.92%                       | 9.85%  | 11.80% | 0%                       | 0%     | 11.63%                 | 10.53% | 6.25%                        | 12.50% | 9.09%  | 14.29% | 0%   | 0%     | 0%                                  | 0%     | 0%                | 50.00% |
| GS-13  | 69                           | 33     | 36     | 1                        | 0      | 16                     | 19     | 8                            | 10     | 7      | 6      | 0  | 0      | 1                                   | 0      | 0                 | 1      |
|  | 23.55%                       | 25.00% | 22.36% | 50.00%                   | 0%     | 18.60%                 | 25.00% | 25.00%                       | 15.63% | 63.64% | 42.86% | 0%   | 0%     | 100%                                | 0%     | 0%                | 50.00% |
| GS-14  | 72                           | 30     | 42     | 1                        | 1      | 22                     | 25     | 5                            | 12     | 2      | 4      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 24.57%                       | 22.73% | 31.82% | 0.76%                    | 0.76%  | 16.67%                 | 18.94% | 3.79%                        | 9.09%  | 1.52%  | 3.03%  | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-15  | 33                           | 21     | 12     | 0                        | 0      | 18                     | 7      | 2                            | 3      | 1      | 2      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 11.26%                       | 15.91% | 7.45%  | 0%                       | 0%     | 20.93%                 | 9.21%  | 6.25%                        | 4.69%  | 9.09%  | 14.29% | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| All Other                                    | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| SES  | 9                            | 5      | 4      | 0                        | 1      | 4                      | 3      | 1                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 3.07%                        | 3.79%  | 2.48%  | 0%                       | 20.00% | 4.65%                  | 3.95%  | 3.13%                        | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| TOTAL  | 293                          | 132    | 161    | 2                        | 5      | 86                     | 76     | 32                           | 64     | 11     | 14     | 0  | 0      | 1                                   | 0      | 0                 | 2      |
|  | 100%                         | 100%   | 100%   | 100%                     | 100%   | 100%                   | 100%   | 100%                         | 100%   | 100%   | 100%   | 100%   | 100%   | 100%                                | 100%   | 100%              | 100%   |

NOTE: Percentages computed down columns and NOT across rows.

TAB 2

2018 Data Tables

TAB 2.1

“A” Tables 1 – 5  
Distribution by Race/Ethnicity

[illegible]



Table A2: Total Workforce By Component - Distribution by Race/Ethnicity and Sex

| Organizational Component                                      | Total Workforce Permanent |        |                           | RACE/ETHNICITY     |        |                        |        |   |        |                                  |        |                   |        |       |        |       |        |
|---|---------------------------|--------|---------------------------|--------------------|--------|------------------------|--------|---|--------|----------------------------------|--------|-------------------|--------|-------|--------|-------|--------|
|   |                           |        |                           | Hispanic or Latino |        | Non-Hispanic or Latino |        |   |        |                                  |        |                   |        |       |        |       |        |
|   | White                     |        | Black or African American |                    |        | Asian                  |        | Native Hawaiian or Other Pacific Islander |        | American Indian or Alaska Native |        | Two or More Races |        |       |        |       |        |
|   | All                       | Male   | Female                    | Male               | Female | Male                   | Female | Male                                      | Female | Male                             | Female | Male              | Female | Male  | Female | Male  | Female |
| Total   | 293                       | 132    | 161                       | 2                  | 5      | 86                     | 76     | 32  | 64     | 11                               | 14     | 0                 | 0      | 1     | 0      | 0     | 2      |
|   | 100%                      | 45.05% | 54.95%                    | 0.68%              | 1.71%  | 29.35%                 | 25.94% | 10.92%                                    | 21.84% | 3.75%                            | 4.78%  | 0%                | 0%     | 0.34% | 0%     | 0%    | 0.68%  |
| CLF (2010)  | 100%                      | 51.86% | 48.14%                    | 5.17%              | 4.79%  | 38.33%                 | 34.03% | 5.49%                                     | 6.53%  | 1.97%                            | 1.93%  | 0.07%             | 0.07%  | 0.55% | 0.53%  | 0.26% | 0.28%  |
| 40 - OFFICE OF THE GENERAL COUNSEL                            | 86                        | 39     | 47                        | 1                  | 3      | 29                     | 24     | 8   | 16     | 1                                | 4      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 45.35% | 54.65%                    | 1.16%              | 3.49%  | 33.72%                 | 27.91% | 9.30%                                     | 18.60% | 1.16%                            | 4.65%  | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 75 - REPORTS ANALYSIS DIVISION                                | 60                        | 25     | 35                        | 0                  | 0      | 20                     | 23     | 5   | 12     | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 41.67% | 58.33%                    | 0%                 | 0%     | 33.33%                 | 38.33% | 8.33%                                     | 20.00% | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 60 - OFFICE OF CHIEF INFORMATION OFFICER                      | 41                        | 24     | 17                        | 0                  | 0      | 8                      | 3      | 7   | 7      | 8                                | 6      | 0                 | 0      | 1     | 0      | 0     | 1      |
|   | 100%                      | 58.54% | 41.46%                    | 0%                 | 0%     | 19.51%                 | 7.32%  | 17.07%                                    | 17.07% | 19.51%                           | 14.63% | 0%                | 0%     | 2.44% | 0%     | 0%    | 2.44%  |
| 20 - AUDIT DIVISION   | 29                        | 15     | 14                        | 1                  | 0      | 10                     | 7      | 3   | 5      | 1                                | 2      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 51.72% | 48.28%                    | 3.45%              | 0%     | 34.48%                 | 24.14% | 10.34%                                    | 17.24% | 3.45%                            | 6.90%  | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 30 - INFORMATION DIVISION                                     | 16                        | 8      | 8                         | 0                  | 0      | 8                      | 4      | 0   | 4      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 50.00% | 50.00%                    | 0%                 | 0%     | 50.00%                 | 25.00% | 0%  | 25.00% | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 91 - OFFICE OF THE CHIEF FINANCIAL OFFICER                    | 13                        | 3      | 10                        | 0                  | 0      | 0                      | 1      | 2   | 7      | 1                                | 2      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 23.08% | 76.92%                    | 0%                 | 0%     | 0%                     | 7.69%  | 15.38%                                    | 53.85% | 7.69%                            | 15.38% | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 93 - PUBLIC DISCLOSURE AND MEDIA RELATIONS DIVISION           | 10                        | 5      | 5                         | 0                  | 0      | 5                      | 4      | 0   | 1      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 50.00% | 50.00%                    | 0%                 | 0%     | 50.00%                 | 40.00% | 0%  | 10.00% | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 10 - ADMINISTRATIVE DIVISION                                  | 8                         | 5      | 3                         | 0                  | 0      | 0                      | 0      | 5   | 3      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 62.50% | 37.50%                    | 0%                 | 0%     | 0%                     | 0%     | 62.50%                                    | 37.50% | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 80 - OFFICE OF THE COMMISSIONERS                              | 6                         | 4      | 2                         | 0                  | 0      | 4                      | 1      | 0   | 1      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 66.67% | 33.33%                    | 0%                 | 0%     | 66.67%                 | 16.67% | 0%  | 16.67% | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 85 - OFFICE OF THE INSPECTOR GENERAL                          | 5                         | 1      | 4                         | 0                  | 0      | 1                      | 0      | 0   | 3      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 1      |
|   | 100%                      | 20.00% | 80.00%                    | 0%                 | 0%     | 20.00%                 | 0%     | 0%  | 60.00% | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 20.00% |
| 88 - OFFICE OF THE SECRETARY                                  | 4                         | 0      | 4                         | 0                  | 0      | 0                      | 1      | 0   | 3      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 0%     | 100%                      | 0%                 | 0%     | 0%                     | 25.00% | 0%  | 75.00% | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 94 - EEO OFFICE   | 3                         | 2      | 1                         | 0                  | 0      | 0                      | 1      | 2   | 0      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 66.67% | 33.33%                    | 0%                 | 0%     | 0%                     | 33.33% | 66.67%                                    | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 96 - OFFICE OF DEPUTY STAFF DIRECTOR (DSD) FOR MANAGEMENT AND | 2                         | 0      | 2                         | 0                  | 0      | 0                      | 2      | 0   | 0      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 0%     | 100%                      | 0%                 | 0%     | 0%                     | 100%   | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 97 - CONGRESSIONAL, LEGISLATIVE AND INTERGOVERNMENTAL         | 2                         | 1      | 1                         | 0                  | 0      | 1                      | 1      | 0   | 0      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 50.00% | 50.00%                    | 0%                 | 0%     | 50.00%                 | 50.00% | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 72 - OFFICE OF COMPLIANCE                                     | 2                         | 0      | 2                         | 0                  | 2      | 0                      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 0%     | 100%                      | 0%                 | 100%   | 0%                     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 90 - OFFICE OF THE STAFF DIRECTOR                             | 2                         | 0      | 2                         | 0                  | 0      | 0                      | 1      | 0   | 1      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 0%     | 100%                      | 0%                 | 0%     | 0%                     | 50.00% | 0%  | 50.00% | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 92 - OFFICE OF HUMAN RESOURCES                                | 2                         | 0      | 2                         | 0                  | 0      | 0                      | 1      | 0   | 1      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 0%     | 100%                      | 0%                 | 0%     | 0%                     | 50.00% | 0%  | 50.00% | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 97 - OFFICE OF ALTERNATIVE DISPUTE RESOLUTION                 | 1                         | 0      | 1                         | 0                  | 0      | 0                      | 1      | 0   | 0      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 0%     | 100%                      | 0%                 | 0%     | 0%                     | 100%   | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |
| 98 - OFFICE OF ADMINISTRATIVE REVIEW                          | 1                         | 0      | 1                         | 0                  | 0      | 0                      | 1      | 0   | 0      | 0                                | 0      | 0                 | 0      | 0     | 0      | 0     | 0      |
|   | 100%                      | 0%     | 100%                      | 0%                 | 0%     | 0%                     | 100%   | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     | 0%    | 0%     | 0%    | 0%     |

Table A3-1: Occupational Categories - Distribution by Race/Ethnicity and Sex

[illegible]



Table A3-2: Occupational Categories - Distribution by Race/Ethnicity and Sex

| Occupational Category                          | Total Workforce Permanent |        |        | RACE/ETHNICITY     |        |                        |        |                           |        |        |        |   |        |                                  |        |                   |        |
|--|---------------------------|--------|--------|--------------------|--------|------------------------|--------|---------------------------|--------|--------|--------|---|--------|----------------------------------|--------|-------------------|--------|
|  |                           |        |        | Hispanic or Latino |        | Non-Hispanic or Latino |        |                           |        |        |        |   |        |                                  |        |                   |        |
|  |                           |        |        |                    |        | White                  |        | Black or African American |        | Asian  |        | Native Hawaiian or Other Pacific Islander |        | American Indian or Alaska Native |        | Two or More Races |        |
|  | All                       | Male   | Female | Male               | Female | Male                   | Female | Male                      | Female | Male   | Female | Male                                      | Female | Male                             | Female | Male              | Female |
| <b>1. Officials and Managers</b>               |                           |        |        |                    |        |                        |        |                           |        |        |        |   |        |                                  |        |                   |        |
| - Executive/Senior Level (Grades 15 and Above) | 33                        | 20     | 13     | 0                  | 1      | 16                     | 8      | 3                         | 2      | 1      | 2      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|  | 11.26%                    | 15.15% | 8.07%  | 0%                 | 20.00% | 18.60%                 | 10.53% | 9.38%                     | 3.13%  | 9.09%  | 14.29% | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| - Mid-Level (Grades 13-14)                     | 30                        | 12     | 18     | 0                  | 0      | 10                     | 9      | 1                         | 6      | 1      | 3      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|  | 10.24%                    | 9.09%  | 11.18% | 0%                 | 0%     | 11.63%                 | 11.84% | 3.13%                     | 9.38%  | 9.09%  | 21.43% | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| - First Level (Grades 12 and Below)            | 0                         | 0      | 0      | 0                  | 0      | 0                      | 0      | 0                         | 0      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|  | 0%                        | 0%     | 0%     | 0%                 | 0%     | 0%                     | 0%     | 0%                        | 0%     | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| - Other Officials and Managers                 | 61                        | 20     | 41     | 0                  | 1      | 17                     | 23     | 3                         | 15     | 0      | 1      | 0   | 0      | 0                                | 0      | 0                 | 1      |
|  | 20.82%                    | 15.15% | 25.47% | 0%                 | 20.00% | 19.77%                 | 30.26% | 9.38%                     | 23.44% | 0%     | 7.14%  | 0%  | 0%     | 0%                               | 0%     | 0%                | 50.00% |
| <b>Officials and Managers Total</b>            | 124                       | 52     | 72     | 0                  | 2      | 43                     | 40     | 7                         | 23     | 2      | 6      | 0   | 0      | 0                                | 0      | 0                 | 1      |
|  | 42.32%                    | 39.39% | 44.72% | 0%                 | 40.00% | 50.00%                 | 52.63% | 21.88%                    | 35.94% | 18.18% | 42.86% | 0%  | 0%     | 0%                               | 0%     | 0%                | 50.00% |
| <b>2. Professionals</b>                        | 123                       | 64     | 59     | 2                  | 1      | 39                     | 31     | 13                        | 18     | 9      | 8      | 0   | 0      | 1                                | 0      | 0                 | 1      |
|  | 41.98%                    | 48.48% | 36.65% | 100%               | 20.00% | 45.35%                 | 40.79% | 40.63%                    | 28.13% | 81.82% | 57.14% | 0%  | 0%     | 100%                             | 0%     | 0%                | 50.00% |
| <b>3. Technicians</b>                          | 0                         | 0      | 0      | 0                  | 0      | 0                      | 0      | 0                         | 0      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|  | 0%                        | 0%     | 0%     | 0%                 | 0%     | 0%                     | 0%     | 0%                        | 0%     | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| <b>4. Sales Workers</b>                        | 0                         | 0      | 0      | 0                  | 0      | 0                      | 0      | 0                         | 0      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|  | 0%                        | 0%     | 0%     | 0%                 | 0%     | 0%                     | 0%     | 0%                        | 0%     | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| <b>5. Administrative Support Workers</b>       | 45                        | 16     | 29     | 0                  | 2      | 4                      | 4      | 12                        | 23     | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|  | 15.36%                    | 12.12% | 18.01% | 0%                 | 40.00% | 4.65%                  | 5.26%  | 37.50%                    | 35.94% | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| <b>6. Craft Workers</b>                        | 0                         | 0      | 0      | 0                  | 0      | 0                      | 0      | 0                         | 0      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|  | 0%                        | 0%     | 0%     | 0%                 | 0%     | 0%                     | 0%     | 0%                        | 0%     | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| <b>7. Operatives</b>                           | 0                         | 0      | 0      | 0                  | 0      | 0                      | 0      | 0                         | 0      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|  | 0%                        | 0%     | 0%     | 0%                 | 0%     | 0%                     | 0%     | 0%                        | 0%     | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| <b>8. Laborers and Helpers</b>                 | 0                         | 0      | 0      | 0                  | 0      | 0                      | 0      | 0                         | 0      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|  | 0%                        | 0%     | 0%     | 0%                 | 0%     | 0%                     | 0%     | 0%                        | 0%     | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| <b>9. Service Workers</b>                      | 1                         | 0      | 1      | 0                  | 0      | 0                      | 1      | 0                         | 0      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
|  | 0.34%                     | 0%     | 0.62%  | 0%                 | 0%     | 0%                     | 1.32%  | 0%                        | 0%     | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| <b>TOTAL</b>                                   | 293                       | 132    | 161    | 2                  | 5      | 86                     | 76     | 32                        | 64     | 11     | 14     | 0   | 0      | 1                                | 0      | 0                 | 2      |
|  | 100%                      | 100%   | 100%   | 100%               | 100%   | 100%                   | 100%   | 100%                      | 100%   | 100%   | 100%   | 100%                                      | 100%   | 100%                             | 100%   | 100%              | 100%   |

NOTE: Percentages computed down columns and NOT across rows.

Table A4-1: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent)

| GS/GM, SES and Related<br>Grades includes GS | Total Workforce<br>Permanent |        |                              | RACE/ETHNICITY           |        |                        |        |  |        |                                     |       |                   |      |        |      |        |  |
|--|------------------------------|--------|------------------------------|--------------------------|--------|------------------------|--------|--|--------|-------------------------------------|-------|-------------------|------|--------|------|--------|--|
|  |                              |        |                              | Hispanic<br>or<br>Latino |        | Non-Hispanic or Latino |        |  |        |                                     |       |                   |      |        |      |        |  |
|  | White                        |        | Black or African<br>American |                          |        | Asian                  |        | Native Hawaiian or<br>Other Pacific Islander |        | American Indian or<br>Alaska Native |       | Two or More Races |      |        |      |        |  |
| All  | Male                         | Female | Male                         | Female                   | Male   | Female                 | Male   | Female                                       | Male   | Female                              | Male  | Female            | Male | Female | Male | Female |  |
| GS-01  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-02  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-03  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-04  | 1                            | 0      | 1                            | 0                        | 0      | 0                      | 1      | 0  | 0      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 0%     | 100%                         | 0%                       | 0%     | 0%                     | 100%   | 0%   | 0%     | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-05  | 4                            | 2      | 2                            | 0                        | 0      | 1                      | 0      | 1  | 2      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 50.00% | 50.00%                       | 0%                       | 0%     | 25.00%                 | 0%     | 25.00%                                       | 50.00% | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-06  | 2                            | 1      | 1                            | 0                        | 0      | 0                      | 0      | 1  | 1      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 50.00% | 50.00%                       | 0%                       | 0%     | 0%                     | 0%     | 50.00%                                       | 50.00% | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-07  | 16                           | 5      | 11                           | 0                        | 0      | 3                      | 3      | 2  | 8      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 31.25% | 68.75%                       | 0%                       | 0%     | 18.75%                 | 18.75% | 12.50%                                       | 50.00% | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-08  | 9                            | 5      | 4                            | 0                        | 1      | 0                      | 0      | 5  | 3      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 55.56% | 44.44%                       | 0%                       | 11.11% | 0%                     | 0%     | 55.56%                                       | 33.33% | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-09  | 18                           | 6      | 12                           | 0                        | 1      | 3                      | 4      | 3  | 7      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 33.33% | 66.67%                       | 0%                       | 5.56%  | 16.67%                 | 22.22% | 16.67%                                       | 38.89% | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-10  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-11  | 28                           | 11     | 17                           | 0                        | 1      | 9                      | 6      | 2  | 10     | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 39.29% | 60.71%                       | 0%                       | 3.57%  | 32.14%                 | 21.43% | 7.14%  | 35.71% | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-12  | 32                           | 13     | 19                           | 0                        | 0      | 10                     | 8      | 2  | 8      | 1                                   | 2     | 0                 | 0    | 0      | 0    | 1      |  |
|  | 100%                         | 40.63% | 59.38%                       | 0%                       | 0%     | 31.25%                 | 25.00% | 6.25%  | 25.00% | 3.13%                               | 6.25% | 0%                | 0%   | 0%     | 0%   | 3.13%  |  |
| GS-13  | 69                           | 33     | 36                           | 1                        | 0      | 16                     | 19     | 8  | 10     | 7                                   | 6     | 0                 | 0    | 1      | 0    | 1      |  |
|  | 100%                         | 47.83% | 52.17%                       | 1.45%                    | 0%     | 23.19%                 | 27.54% | 11.59%                                       | 14.49% | 10.14%                              | 8.70% | 0%                | 0%   | 1.45%  | 0%   | 1.45%  |  |
| GS-14  | 72                           | 30     | 42                           | 1                        | 1      | 22                     | 25     | 5  | 12     | 2                                   | 4     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 41.67% | 58.33%                       | 1.39%                    | 1.39%  | 30.56%                 | 34.72% | 6.94%  | 16.67% | 2.78%                               | 5.56% | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| GS-15  | 33                           | 21     | 12                           | 0                        | 0      | 18                     | 7      | 2  | 3      | 1                                   | 2     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 63.64% | 36.36%                       | 0%                       | 0%     | 54.55%                 | 21.21% | 6.06%  | 9.09%  | 3.03%                               | 6.06% | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| All Other                                    | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |
| SES  | 9                            | 5      | 4                            | 0                        | 1      | 4                      | 3      | 1  | 0      | 0                                   | 0     | 0                 | 0    | 0      | 0    | 0      |  |
|  | 100%                         | 55.56% | 44.44%                       | 0%                       | 11.11% | 44.44%                 | 33.33% | 11.11%                                       | 0%     | 0%                                  | 0%    | 0%                | 0%   | 0%     | 0%   | 0%     |  |



Table A4-1: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Temporary)

| GS/GM, SES and Related<br>Grades includes GS | Total Workforce<br>Temporary |        |                              | RACE/ETHNICITY           |        |                        |        |  |        |                                     |        |                   |        |      |        |      |        |
|--|------------------------------|--------|------------------------------|--------------------------|--------|------------------------|--------|--|--------|-------------------------------------|--------|-------------------|--------|------|--------|------|--------|
|  |                              |        |                              | Hispanic<br>or<br>Latino |        | Non-Hispanic or Latino |        |  |        |                                     |        |                   |        |      |        |      |        |
|  | White                        |        | Black or African<br>American |                          |        | Asian                  |        | Native Hawaiian or<br>Other Pacific Islander |        | American Indian or<br>Alaska Native |        | Two or More Races |        |      |        |      |        |
|  | All                          | Male   | Female                       | Male                     | Female | Male                   | Female | Male   | Female | Male                                | Female | Male              | Female | Male | Female | Male | Female |
| GS-01  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-02  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-03  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-04  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-05  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-06  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-07  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-08  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-09  | 1                            | 0      | 1                            | 0                        | 0      | 0                      | 1      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 100%                         | 0%                       | 0%     | 0%                     | 100%   | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-10  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-11  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-12  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-13  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-14  | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| GS-15  | 4                            | 3      | 1                            | 0                        | 0      | 3                      | 1      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 75.00% | 25.00%                       | 0%                       | 0%     | 75.00%                 | 25.00% | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| All Other                                    | 0                            | 0      | 0                            | 0                        | 0      | 0                      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 0%     | 0%                           | 0%                       | 0%     | 0%                     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |
| SES  | 4                            | 2      | 2                            | 0                        | 0      | 2                      | 2      | 0  | 0      | 0                                   | 0      | 0                 | 0      | 0    | 0      | 0    | 0      |
|  | 100%                         | 50.00% | 50.00%                       | 0%                       | 0%     | 50.00%                 | 50.00% | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     | 0%   | 0%     | 0%   | 0%     |

Table A4-2: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Permanent)

| GS/GM, SES and Related<br>Grades includes GS | Total Workforce<br>Permanent |        |        | RACE/ETHNICITY           |        |                        |        |                              |        |        |        |  |        |                                     |        |                   |        |
|--|------------------------------|--------|--------|--------------------------|--------|------------------------|--------|------------------------------|--------|--------|--------|--|--------|-------------------------------------|--------|-------------------|--------|
|  |                              |        |        | Hispanic<br>or<br>Latino |        | Non-Hispanic or Latino |        |                              |        |        |        |  |        |                                     |        |                   |        |
|  |                              |        |        |                          |        | White                  |        | Black or African<br>American |        | Asian  |        | Native Hawaiian or<br>Other Pacific Islander |        | American Indian or<br>Alaska Native |        | Two or More Races |        |
|  | All                          | Male   | Female | Male                     | Female | Male                   | Female | Male                         | Female | Male   | Female | Male   | Female | Male                                | Female | Male              | Female |
| GS-01  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-02  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-03  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-04  | 1                            | 0      | 1      | 0                        | 0      | 0                      | 1      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0.34%                        | 0%     | 0.62%  | 0%                       | 0%     | 0%                     | 1.32%  | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-05  | 4                            | 2      | 2      | 0                        | 0      | 1                      | 0      | 1                            | 2      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 1.37%                        | 1.52%  | 1.24%  | 0%                       | 0%     | 1.16%                  | 0%     | 3.13%                        | 3.13%  | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-06  | 2                            | 1      | 1      | 0                        | 0      | 0                      | 0      | 1                            | 1      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0.68%                        | 0.76%  | 0.62%  | 0%                       | 0%     | 0%                     | 0%     | 3.13%                        | 1.56%  | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-07  | 16                           | 5      | 11     | 0                        | 0      | 3                      | 3      | 2                            | 8      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 5.46%                        | 3.79%  | 6.83%  | 0%                       | 0%     | 3.49%                  | 3.95%  | 6.25%                        | 12.50% | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-08  | 9                            | 5      | 4      | 0                        | 1      | 0                      | 0      | 5                            | 3      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 3.07%                        | 3.79%  | 2.48%  | 0%                       | 20.00% | 0%                     | 0%     | 15.63%                       | 4.69%  | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-09  | 18                           | 6      | 12     | 0                        | 1      | 3                      | 4      | 3                            | 7      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 6.14%                        | 4.55%  | 7.45%  | 0%                       | 20.00% | 3.49%                  | 5.26%  | 9.38%                        | 10.94% | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-10  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-11  | 28                           | 11     | 17     | 0                        | 1      | 9                      | 6      | 2                            | 10     | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 9.56%                        | 8.33%  | 10.56% | 0%                       | 20.00% | 10.47%                 | 7.89%  | 6.25%                        | 15.63% | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-12  | 32                           | 13     | 19     | 0                        | 0      | 10                     | 8      | 2                            | 8      | 1      | 2      | 0  | 0      | 0                                   | 0      | 0                 | 1      |
|  | 10.92%                       | 9.85%  | 11.80% | 0%                       | 0%     | 11.63%                 | 10.53% | 6.25%                        | 12.50% | 9.09%  | 14.29% | 0%   | 0%     | 0%                                  | 0%     | 0%                | 50.00% |
| GS-13  | 69                           | 33     | 36     | 1                        | 0      | 16                     | 19     | 8                            | 10     | 7      | 6      | 0  | 0      | 1                                   | 0      | 0                 | 1      |
|  | 23.55%                       | 25.00% | 22.36% | 50.00%                   | 0%     | 18.60%                 | 25.00% | 25.00%                       | 15.63% | 63.64% | 42.86% | 0%   | 0%     | 100%                                | 0%     | 0%                | 50.00% |
| GS-14  | 72                           | 30     | 42     | 1                        | 1      | 22                     | 25     | 5                            | 12     | 2      | 4      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 24.57%                       | 22.73% | 31.82% | 0.76%                    | 0.76%  | 16.67%                 | 18.94% | 3.79%                        | 9.09%  | 1.52%  | 3.03%  | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-15  | 33                           | 21     | 12     | 0                        | 0      | 18                     | 7      | 2                            | 3      | 1      | 2      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 11.26%                       | 15.91% | 7.45%  | 0%                       | 0%     | 20.93%                 | 9.21%  | 6.25%                        | 4.69%  | 9.09%  | 14.29% | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| All Other                                    | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| SES  | 9                            | 5      | 4      | 0                        | 1      | 4                      | 3      | 1                            | 0      | 0      | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 3.07%                        | 3.79%  | 2.48%  | 0%                       | 20.00% | 4.65%                  | 3.95%  | 3.13%                        | 0%     | 0%     | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| TOTAL  | 293                          | 132    | 161    | 2                        | 5      | 86                     | 76     | 32                           | 64     | 11     | 14     | 0  | 0      | 1                                   | 0      | 0                 | 2      |
|  | 100%                         | 100%   | 100%   | 100%                     | 100%   | 100%                   | 100%   | 100%                         | 100%   | 100%   | 100%   | 100%   | 100%   | 100%                                | 100%   | 100%              | 100%   |

NOTE: Percentages computed down columns and NOT across rows.



Table A4-2: Participation Rates for General Schedule (GS) Grades by Race/Ethnicity and Sex (Temporary)

| GS/GM, SES and Related<br>Grades includes GS | Total Workforce<br>Temporary |        |        | RACE/ETHNICITY           |        |                        |        |                              |        |       |        |  |        |                                     |        |                   |        |
|--|------------------------------|--------|--------|--------------------------|--------|------------------------|--------|------------------------------|--------|-------|--------|--|--------|-------------------------------------|--------|-------------------|--------|
|  |                              |        |        | Hispanic<br>or<br>Latino |        | Non-Hispanic or Latino |        |                              |        |       |        |  |        |                                     |        |                   |        |
|  |                              |        |        |                          |        | White                  |        | Black or African<br>American |        | Asian |        | Native Hawaiian or<br>Other Pacific Islander |        | American Indian or<br>Alaska Native |        | Two or More Races |        |
|  | All                          | Male   | Female | Male                     | Female | Male                   | Female | Male                         | Female | Male  | Female | Male   | Female | Male                                | Female | Male              | Female |
| GS-01  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-02  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-03  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-04  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-05  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-06  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-07  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-08  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-09  | 1                            | 0      | 1      | 0                        | 0      | 0                      | 1      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 11.11%                       | 0%     | 25.00% | 0%                       | 0%     | 0%                     | 25.00% | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-10  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-11  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-12  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-13  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-14  | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| GS-15  | 4                            | 3      | 1      | 0                        | 0      | 3                      | 1      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 44.44%                       | 60.00% | 25.00% | 0%                       | 0%     | 60.00%                 | 25.00% | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| All Other                                    | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| SES  | 4                            | 2      | 2      | 0                        | 0      | 2                      | 2      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 44.44%                       | 40.00% | 50.00% | 0%                       | 0%     | 40.00%                 | 50.00% | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| TOTAL  | 9                            | 5      | 4      | 0                        | 0      | 5                      | 4      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 100%                         | 100%   | 100%   | 100%                     | 100%   | 100%                   | 100%   | 100%                         | 100%   | 100%  | 100%   | 100%   | 100%   | 100%                                | 100%   | 100%              | 100%   |

NOTE: Percentages computed down columns and NOT across rows.

Table A5-1: Participation Rates for Wage Grades by Race/Ethnicity and Sex (Permanent)

[illegible]



**Table A5-1: Participation Rates for Wage Grades by Race/Ethnicity and Sex (Temporary)**

[illegible]

Table A5-2: Participation Rates for Wage Grades by Race/Ethnicity and Sex (Permanent)

| WD/WG, WL/WS, and<br>Other Wage Grades | Total Workforce<br>Permanent |      |        | RACE/ETHNICITY           |        |                        |        |                              |        |       |        |  |        |                                     |        |                   |        |
|--|------------------------------|------|--------|--------------------------|--------|------------------------|--------|------------------------------|--------|-------|--------|--|--------|-------------------------------------|--------|-------------------|--------|
|  |                              |      |        | Hispanic<br>or<br>Latino |        | Non-Hispanic or Latino |        |                              |        |       |        |  |        |                                     |        |                   |        |
|  |                              |      |        |                          |        | White                  |        | Black or African<br>American |        | Asian |        | Native Hawaiian or<br>Other Pacific Islander |        | American Indian or<br>Alaska Native |        | Two or More Races |        |
|  | All                          | Male | Female | Male                     | Female | Male                   | Female | Male                         | Female | Male  | Female | Male   | Female | Male                                | Female | Male              | Female |
| WG-01                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-02                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-03                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-04                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-05                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-06                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-07                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-08                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-09                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-10                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-11                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-12                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-13                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-14                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-15                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| All Other Wage Grades                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| TOTAL                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 100%                         | 100% | 100%   | 100%                     | 100%   | 100%                   | 100%   | 100%                         | 100%   | 100%  | 100%   | 100%   | 100%   | 100%                                | 100%   | 100%              | 100%   |

NOTE: Percentages computed down columns and NOT across rows.



Table A5-2: Participation Rates for Wage Grades by Race/Ethnicity and Sex (Temporary)

| WD/WG, WL/WS, and<br>Other Wage Grades | Total Workforce<br>Temporary |      |        | RACE/ETHNICITY           |        |                        |        |                              |        |       |        |  |        |                                     |        |                   |        |
|--|------------------------------|------|--------|--------------------------|--------|------------------------|--------|------------------------------|--------|-------|--------|--|--------|-------------------------------------|--------|-------------------|--------|
|  |                              |      |        | Hispanic<br>or<br>Latino |        | Non-Hispanic or Latino |        |                              |        |       |        |  |        |                                     |        |                   |        |
|  |                              |      |        |                          |        | White                  |        | Black or African<br>American |        | Asian |        | Native Hawaiian or<br>Other Pacific Islander |        | American Indian or<br>Alaska Native |        | Two or More Races |        |
|  | All                          | Male | Female | Male                     | Female | Male                   | Female | Male                         | Female | Male  | Female | Male   | Female | Male                                | Female | Male              | Female |
| WG-01                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-02                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-03                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-04                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-05                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-06                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-07                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-08                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-09                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-10                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-11                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-12                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-13                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-14                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| WG-15                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| All Other Wage Grades                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 0%                           | 0%   | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| TOTAL                                  | 0                            | 0    | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
|  | 100%                         | 100% | 100%   | 100%                     | 100%   | 100%                   | 100%   | 100%                         | 100%   | 100%  | 100%   | 100%   | 100%   | 100%                                | 100%   | 100%              | 100%   |

NOTE: Percentages computed down columns and NOT across rows.

## TAB 2.2

“B” Tables 1 – 5  
Distribution by Disability

**Table B1: Total Workforce - Distribution by Disability**[illegible]





Table B3-1: Occupational Categories - Distribution by Disability

[illegible]



Table B3-2: Occupational Categories - Distribution by Disability

| Occupational Category                          | All Permanent Employees |                    |                     |                          |                     | Targeted Disability           |                             |                 |                |                             |                                      |                                    |               |                                     |                             |               |                                |
|--|-------------------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|-----------------|----------------|-----------------------------|--------------------------------------|------------------------------------|---------------|-------------------------------------|-----------------------------|---------------|--------------------------------|
|  | All                     | No Disability [05] | Not Identified [01] | Disability [02/03/06-99] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Hearing [15-19] | Vision [20-25] | Missing Extremities [26-38] | Significant Mobility Impairment [40] | Complete/Partial Paralysis [60-79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] | Significant Disfigurement [93] |
| <b>1. Officials and Managers</b>               |                         |                    |                     |                          |                     |                               |                             |                 |                |                             |                                      |                                    |               |                                     |                             |               |                                |
| - Executive/Senior Level (Grades 15 and Above) | 33<br>11.26%            | 33<br>12.41%       | 0<br>0%             | 0<br>0%                  | 0<br>0%             | 0<br>0%                       | 0<br>0%                     | 0<br>0%         | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| - Mid-Level (Grades 13-14)                     | 30<br>10.24%            | 29<br>10.90%       | 0<br>0%             | 1<br>5.88%               | 0<br>0%             | 0<br>0%                       | 0<br>0%                     | 0<br>0%         | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| - First-Level (Grades 12 and Below)            | 0<br>0%                 | 0<br>0%            | 0<br>0%             | 0<br>0%                  | 0<br>0%             | 0<br>0%                       | 0<br>0%                     | 0<br>0%         | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| - Other Officials and Managers                 | 61<br>20.82%            | 57<br>21.43%       | 0<br>0%             | 4<br>23.53%              | 1<br>16.67%         | 0<br>0%                       | 0<br>0%                     | 1<br>25.00%     | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| <b>Officials and Managers Total</b>            | 124<br>42.32%           | 119<br>44.74%      | 0<br>0%             | 5<br>29.41%              | 1<br>16.67%         | 0<br>0%                       | 0<br>0%                     | 1<br>25.00%     | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| <b>2. Professionals</b>                        | 123<br>41.98%           | 108<br>40.60%      | 8<br>80.00%         | 7<br>41.18%              | 2<br>33.33%         | 0<br>0%                       | 0<br>0%                     | 2<br>50.00%     | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| <b>3. Technicians</b>                          | 0<br>0%                 | 0<br>0%            | 0<br>0%             | 0<br>0%                  | 0<br>0%             | 0<br>0%                       | 0<br>0%                     | 0<br>0%         | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| <b>4. Sales Workers</b>                        | 0<br>0%                 | 0<br>0%            | 0<br>0%             | 0<br>0%                  | 0<br>0%             | 0<br>0%                       | 0<br>0%                     | 0<br>0%         | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| <b>5. Administrative Support Workers</b>       | 45<br>15.36%            | 38<br>14.29%       | 2<br>20.00%         | 5<br>29.41%              | 3<br>50.00%         | 0<br>0%                       | 0<br>0%                     | 1<br>25.00%     | 2<br>100%      | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| <b>6. Craft Workers</b>                        | 0<br>0%                 | 0<br>0%            | 0<br>0%             | 0<br>0%                  | 0<br>0%             | 0<br>0%                       | 0<br>0%                     | 0<br>0%         | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| <b>7. Operatives</b>                           | 0<br>0%                 | 0<br>0%            | 0<br>0%             | 0<br>0%                  | 0<br>0%             | 0<br>0%                       | 0<br>0%                     | 0<br>0%         | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| <b>8. Laborers and Helpers</b>                 | 0<br>0%                 | 0<br>0%            | 0<br>0%             | 0<br>0%                  | 0<br>0%             | 0<br>0%                       | 0<br>0%                     | 0<br>0%         | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| <b>9. Service Workers</b>                      | 1<br>0.34%              | 1<br>0.38%         | 0<br>0%             | 0<br>0%                  | 0<br>0%             | 0<br>0%                       | 0<br>0%                     | 0<br>0%         | 0<br>0%        | 0<br>0%                     | 0<br>0%                              | 0<br>0%                            | 0<br>0%       | 0<br>0%                             | 0<br>0%                     | 0<br>0%       | 0<br>0%                        |
| <b>TOTAL</b>                                   | 293<br>100%             | 266<br>100%        | 10<br>100%          | 17<br>100%               | 6<br>100%           | 0<br>100%                     | 0<br>100%                   | 4<br>100%       | 2<br>100%      | 0<br>100%                   | 0<br>100%                            | 0<br>100%                          | 0<br>100%     | 0<br>100%                           | 0<br>100%                   | 0<br>100%     | 0<br>100%                      |

NOTE: Percentages computed down columns and NOT across rows.

Table B4-1: Participation Rates for General Schedule (GS) Grades by Disability (Permanent)

| GS/GM, SES, and Related Grades includes GS | All Permanent Employees |                    |                     |                          |                     | Targeted Disability           |                             |                 |                |                             |                                      |                                    |               |                                     |                             |               |                                |
|--|-------------------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|-----------------|----------------|-----------------------------|--------------------------------------|------------------------------------|---------------|-------------------------------------|-----------------------------|---------------|--------------------------------|
|  | All                     | No Disability [05] | Not Identified [01] | Disability [02/03/06-99] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Hearing [15-19] | Vision [20-25] | Missing Extremities [26-38] | Significant Mobility Impairment [40] | Complete/Partial Paralysis [60-79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] | Significant Disfigurement [93] |
| GS-01                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-02                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-03                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-04                                      | 1                       | 0                  | 0                   | 1                        | 1                   | 0                             | 0                           | 0               | 1              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 0%                 | 0%                  | 100%                     | 100%                | 0%                            | 0%                          | 0%              | 100%           | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-05                                      | 4                       | 1                  | 1                   | 2                        | 1                   | 0                             | 0                           | 1               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 25.00%             | 25.00%              | 50.00%                   | 25.00%              | 0%                            | 0%                          | 25.00%          | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-06                                      | 2                       | 2                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 100%               | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-07                                      | 16                      | 14                 | 0                   | 2                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 87.50%             | 0%                  | 12.50%                   | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-08                                      | 9                       | 9                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 100%               | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-09                                      | 18                      | 16                 | 1                   | 1                        | 1                   | 0                             | 0                           | 0               | 1              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 88.89%             | 5.56%               | 5.56%                    | 5.56%               | 0%                            | 0%                          | 0%              | 5.56%          | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-10                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-11                                      | 28                      | 27                 | 0                   | 1                        | 1                   | 0                             | 0                           | 1               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 96.43%             | 0%                  | 3.57%                    | 3.57%               | 0%                            | 0%                          | 3.57%           | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-12                                      | 32                      | 30                 | 0                   | 2                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 93.75%             | 0%                  | 6.25%                    | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-13                                      | 69                      | 61                 | 4                   | 4                        | 2                   | 0                             | 0                           | 2               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 88.41%             | 5.80%               | 5.80%                    | 2.90%               | 0%                            | 0%                          | 2.90%           | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-14                                      | 72                      | 65                 | 4                   | 3                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 90.28%             | 5.56%               | 4.17%                    | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-15                                      | 33                      | 32                 | 0                   | 1                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 96.97%             | 0%                  | 3.03%                    | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| All Other                                  | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| SES  | 9                       | 9                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 100%               | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| TOTAL                                      | 293                     | 266                | 10                  | 17                       | 6                   | 0                             | 0                           | 4               | 2              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 90.78%             | 3.41%               | 5.80%                    | 2.05%               | 0%                            | 0%                          | 1.37%           | 0.68%          | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |



Table B4-1: Participation Rates for General Schedule (GS) Grades by Disability (Temporary)

| GS/GM, SES, and Related<br>Grades includes GS | All Temporary Employees |                          |                           |                                 |                        | Targeted Disability                 |                                      |                    |                   |                                   |   |  |                  |  |                                   |                  |                                      |
|---|-------------------------|--------------------------|---------------------------|---------------------------------|------------------------|-------------------------------------|--------------------------------------|--------------------|-------------------|-----------------------------------|---|--|------------------|--|-----------------------------------|------------------|--------------------------------------|
|   | All                     | No<br>Disability<br>[05] | Not<br>Identified<br>[01] | Disability<br>[02/03/06-<br>99] | Targeted<br>Disability | Developmental<br>Disability<br>[02] | Traumatic<br>Brain<br>Injury<br>[03] | Hearing<br>[15-19] | Vision<br>[20-25] | Missing<br>Extremities<br>[26-38] | Significant<br>Mobility<br>Impairment<br>[40] | Complete/<br>Partial<br>Paralysis<br>[60-79] | Epilepsy<br>[82] | Severe<br>Intellectual<br>Disability<br>[90] | Psychiatric<br>Disability<br>[91] | Dwarfism<br>[92] | Significant<br>Disfigurement<br>[93] |
| GS-01   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-02   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-03   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-04   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-05   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-06   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-07   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-08   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-09   | 1                       | 1                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 100%                     | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-10   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-11   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-12   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-13   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-14   | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| GS-15   | 4                       | 3                        | 0                         | 1                               | 1                      | 0                                   | 0                                    | 0                  | 1                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 75.00%                   | 0%                        | 25.00%                          | 25.00%                 | 0%                                  | 0%                                   | 0%                 | 25.00%            | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| All Other                                     | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| SES   | 4                       | 4                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 100%                     | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| TOTAL   | 9                       | 8                        | 0                         | 1                               | 1                      | 0                                   | 0                                    | 0                  | 1                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|   | 100%                    | 88.89%                   | 0%                        | 11.11%                          | 11.11%                 | 0%                                  | 0%                                   | 0%                 | 11.11%            | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |



Table B4-2: Participation Rates for General Schedule (GS) Grades by Disability (Permanent)

| GS/GM, SES, and Related Grades includes GS | All Permanent Employees |                    |                     |                          |                     | Targeted Disability           |                             |                 |                |                             |                                      |                                    |               |                                     |                             |               |                                |
|--|-------------------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|-----------------|----------------|-----------------------------|--------------------------------------|------------------------------------|---------------|-------------------------------------|-----------------------------|---------------|--------------------------------|
|  | All                     | No Disability [05] | Not Identified [01] | Disability [02/03/06-99] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Hearing [15-19] | Vision [20-25] | Missing Extremities [26-38] | Significant Mobility Impairment [40] | Complete/Partial Paralysis [60-79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] | Significant Disfigurement [93] |
| GS-01                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-02                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-03                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-04                                      | 1                       | 0                  | 0                   | 1                        | 1                   | 0                             | 0                           | 0               | 1              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0.34%                   | 0%                 | 0%                  | 5.88%                    | 16.67%              | 0%                            | 0%                          | 0%              | 50.00%         | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-05                                      | 4                       | 1                  | 1                   | 2                        | 1                   | 0                             | 0                           | 1               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 1.37%                   | 0.38%              | 10.00%              | 11.76%                   | 16.67%              | 0%                            | 0%                          | 25.00%          | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-06                                      | 2                       | 2                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0.68%                   | 0.75%              | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-07                                      | 16                      | 14                 | 0                   | 2                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 5.46%                   | 5.26%              | 0%                  | 11.76%                   | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-08                                      | 9                       | 9                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 3.07%                   | 3.38%              | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-09                                      | 18                      | 16                 | 1                   | 1                        | 1                   | 0                             | 0                           | 0               | 1              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 6.14%                   | 6.02%              | 10.00%              | 5.88%                    | 16.67%              | 0%                            | 0%                          | 0%              | 50.00%         | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-10                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-11                                      | 28                      | 27                 | 0                   | 1                        | 1                   | 0                             | 0                           | 1               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 9.56%                   | 10.15%             | 0%                  | 5.88%                    | 16.67%              | 0%                            | 0%                          | 25.00%          | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-12                                      | 32                      | 30                 | 0                   | 2                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 10.92%                  | 11.28%             | 0%                  | 11.76%                   | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-13                                      | 69                      | 61                 | 4                   | 4                        | 2                   | 0                             | 0                           | 2               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 23.55%                  | 22.93%             | 40.00%              | 23.53%                   | 33.33%              | 0%                            | 0%                          | 50.00%          | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-14                                      | 72                      | 65                 | 4                   | 3                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 24.57%                  | 24.44%             | 40.00%              | 17.65%                   | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-15                                      | 33                      | 32                 | 0                   | 1                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 11.26%                  | 12.03%             | 0%                  | 5.88%                    | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| All Other                                  | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| SES  | 9                       | 9                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 3.07%                   | 3.38%              | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                 | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| TOTAL                                      | 293                     | 266                | 10                  | 17                       | 6                   | 0                             | 0                           | 4               | 2              | 0                           | 0                                    | 0                                  | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 100%               | 100%                | 100%                     | 100%                | 100%                          | 100%                        | 100%            | 100%           | 100%                        | 100%                                 | 100%                               | 100%          | 100%                                | 100%                        | 100%          | 100%                           |

NOTE: Percentages computed down columns and NOT across rows.

Table B4-2: Participation Rates for General Schedule (GS) Grades by Disability (Temporary)

| GS/GM, SES, and Related Grades includes GS | All Temporary Employees |                    |                     |                          |                     | Targeted Disability           |                             |                 |                |                             |                                      |                                     |               |                                     |                             |               |                                |
|--|-------------------------|--------------------|---------------------|--------------------------|---------------------|-------------------------------|-----------------------------|-----------------|----------------|-----------------------------|--------------------------------------|-------------------------------------|---------------|-------------------------------------|-----------------------------|---------------|--------------------------------|
|  | All                     | No Disability [05] | Not Identified [01] | Disability [02/03/06-99] | Targeted Disability | Developmental Disability [02] | Traumatic Brain Injury [03] | Hearing [15-19] | Vision [20-25] | Missing Extremities [26-38] | Significant Mobility Impairment [40] | Complete/ Partial Paralysis [60-79] | Epilepsy [82] | Severe Intellectual Disability [90] | Psychiatric Disability [91] | Dwarfism [92] | Significant Disfigurement [93] |
| GS-01                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-02                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-03                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-04                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-05                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-06                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-07                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-08                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-09                                      | 1                       | 1                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 11.11%                  | 12.50%             | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-10                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-11                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-12                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-13                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-14                                      | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| GS-15                                      | 4                       | 3                  | 0                   | 1                        | 1                   | 0                             | 0                           | 0               | 1              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 44.44%                  | 37.50%             | 0%                  | 100%                     | 100%                | 0%                            | 0%                          | 0%              | 100%           | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| All Other                                  | 0                       | 0                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 0%                      | 0%                 | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| SES  | 4                       | 4                  | 0                   | 0                        | 0                   | 0                             | 0                           | 0               | 0              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 44.44%                  | 50.00%             | 0%                  | 0%                       | 0%                  | 0%                            | 0%                          | 0%              | 0%             | 0%                          | 0%                                   | 0%                                  | 0%            | 0%                                  | 0%                          | 0%            | 0%                             |
| TOTAL                                      | 9                       | 8                  | 0                   | 1                        | 1                   | 0                             | 0                           | 0               | 1              | 0                           | 0                                    | 0                                   | 0             | 0                                   | 0                           | 0             | 0                              |
|  | 100%                    | 100%               | 100%                | 100%                     | 100%                | 100%                          | 100%                        | 100%            | 100%           | 100%                        | 100%                                 | 100%                                | 100%          | 100%                                | 100%                        | 100%          | 100%                           |

NOTE: Percentages computed down columns and NOT across rows.



**Table B5-1: Participation Rates for Wage Grades Disability (Permanent)**

[illegible]

[illegible][illegible]



Table B5-2: Participation Rates for Wage Grades by Disability (Permanent)

| WD/WG, WL/WS,<br>and Other Wage Grades | All Permanent Employees |                          |                           |                                 |                        | Targeted Disability                 |                                      |                    |                   |                                   |   |  |                  |  |                                   |                  |                                      |
|--|-------------------------|--------------------------|---------------------------|---------------------------------|------------------------|-------------------------------------|--------------------------------------|--------------------|-------------------|-----------------------------------|---|--|------------------|--|-----------------------------------|------------------|--------------------------------------|
|  | All                     | No<br>Disability<br>[05] | Not<br>Identified<br>[01] | Disability<br>[02/03/06-<br>99] | Targeted<br>Disability | Developmental<br>Disability<br>[02] | Traumatic<br>Brain<br>Injury<br>[03] | Hearing<br>[15-19] | Vision<br>[20-25] | Missing<br>Extremities<br>[26-38] | Significant<br>Mobility<br>Impairment<br>[40] | Complete/<br>Partial<br>Paralysis<br>[60-79] | Epilepsy<br>[82] | Severe<br>Intellectual<br>Disability<br>[90] | Psychiatric<br>Disability<br>[91] | Dwarfism<br>[92] | Significant<br>Disfigurement<br>[93] |
| WG-01                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-02                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-03                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-04                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-05                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-06                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-07                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-08                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-09                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-10                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-11                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-12                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-13                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-14                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-15                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| All Other Wage Grades                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| TOTAL                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 100%                    | 100%                     | 100%                      | 100%                            | 100%                   | 100%                                | 100%                                 | 100%               | 100%              | 100%                              | 100%  | 100%   | 100%             | 100%   | 100%                              | 100%             | 100%                                 |

NOTE: Percentages computed down columns and NOT across rows.

Table B5-2: Participation Rates for Wage Grades by Disability (Temporary)

| WD/WG, WL/WS,<br>and Other Wage Grades | All Temporary Employees |                          |                           |                                 |                        | Targeted Disability                 |                                      |                    |                   |                                   |   |  |                  |  |                                   |                  |                                      |
|--|-------------------------|--------------------------|---------------------------|---------------------------------|------------------------|-------------------------------------|--------------------------------------|--------------------|-------------------|-----------------------------------|---|--|------------------|--|-----------------------------------|------------------|--------------------------------------|
|  | All                     | No<br>Disability<br>[05] | Not<br>Identified<br>[01] | Disability<br>[02/03/06-<br>99] | Targeted<br>Disability | Developmental<br>Disability<br>[02] | Traumatic<br>Brain<br>Injury<br>[03] | Hearing<br>[15-19] | Vision<br>[20-25] | Missing<br>Extremities<br>[26-38] | Significant<br>Mobility<br>Impairment<br>[40] | Complete/<br>Partial<br>Paralysis<br>[60-79] | Epilepsy<br>[82] | Severe<br>Intellectual<br>Disability<br>[90] | Psychiatric<br>Disability<br>[91] | Dwarfism<br>[92] | Significant<br>Disfigurement<br>[93] |
| WG-01                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-02                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-03                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-04                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-05                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-06                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-07                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-08                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-09                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-10                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-11                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-12                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-13                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-14                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| WG-15                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| All Other Wage Grades                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 0%                      | 0%                       | 0%                        | 0%                              | 0%                     | 0%                                  | 0%                                   | 0%                 | 0%                | 0%                                | 0%  | 0%   | 0%               | 0%   | 0%                                | 0%               | 0%                                   |
| TOTAL                                  | 0                       | 0                        | 0                         | 0                               | 0                      | 0                                   | 0                                    | 0                  | 0                 | 0                                 | 0   | 0  | 0                | 0  | 0                                 | 0                | 0                                    |
|  | 100%                    | 100%                     | 100%                      | 100%                            | 100%                   | 100%                                | 100%                                 | 100%               | 100%              | 100%                              | 100%  | 100%   | 100%             | 100%   | 100%                              | 100%             | 100%                                 |

NOTE: Percentages computed down columns and NOT across rows.



## Optional Tables: Participation Rates for Major Occupations

TAB 2.3

“A” Table 6  
Distribution by Race/Ethnicity

Table A6: Participation Rates for Major Occupations - Distribution by Race/Ethnicity and Sex (Permanent)

| Series / Job Title                          | Total Workforce Permanent |        |        | RACE/ETHNICITY     |        |                        |        |                           |        |        |        |   |        |                                  |        |                   |        |
|---|---------------------------|--------|--------|--------------------|--------|------------------------|--------|---------------------------|--------|--------|--------|---|--------|----------------------------------|--------|-------------------|--------|
|   |                           |        |        | Hispanic or Latino |        | Non-Hispanic or Latino |        |                           |        |        |        |   |        |                                  |        |                   |        |
|   |                           |        |        |                    |        | White                  |        | Black or African American |        | Asian  |        | Native Hawaiian or Other Pacific Islander |        | American Indian or Alaska Native |        | Two or More Races |        |
|   | All                       | Male   | Female | Male               | Female | Male                   | Female | Male                      | Female | Male   | Female | Male                                      | Female | Male                             | Female | Male              | Female |
| 0905-GENERAL ATTORNEY                       | 72                        | 38     | 34     | 1                  | 1      | 31                     | 21     | 5                         | 8      | 1      | 4      | 0   | 0      | 0                                | 0      | 0                 | 0      |
| Occupational RCLF                           | 100%                      | 52.78% | 47.22% | 1.39%              | 1.39%  | 43.06%                 | 29.17% | 6.94%                     | 11.11% | 1.39%  | 5.56%  | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| 0501-MISCELLANEOUS ADMINISTRATION & PROGRAM | 100%                      | 71.30% | 28.70% | 2.00%              | 1.20%  | 65.20%                 | 23.90% | 2.00%                     | 1.90%  | 0.00%  | 0.00%  | 0.10%                                     | 0.10%  | 1.20%                            | 1.00%  | 0.30%             | 0.20%  |
| Occupational RCLF                           | 64                        | 23     | 41     | 0                  | 2      | 21                     | 29     | 2                         | 9      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 1      |
| 2210-INFORMATION TECHNOLOGY SPECIALIST      | 100%                      | 35.94% | 64.06% | 0%                 | 3.13%  | 32.81%                 | 45.31% | 3.13%                     | 14.06% | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 1.56%  |
| Occupational RCLF                           | 100%                      | 43.40% | 56.60% | 4.70%              | 5.30%  | 30.20%                 | 39.70% | 4.90%                     | 7.80%  | 0.10%  | 0.10%  | 0.20%                                     | 0.40%  | 2.60%                            | 2.30%  | 0.30%             | 0.40%  |
| 0511-AUDITING                               | 39                        | 23     | 16     | 0                  | 0      | 7                      | 3      | 7                         | 6      | 8      | 6      | 0   | 0      | 1                                | 0      | 0                 | 1      |
| Occupational RCLF                           | 100%                      | 58.97% | 41.03% | 0%                 | 0%     | 17.95%                 | 7.69%  | 17.95%                    | 15.38% | 20.51% | 15.38% | 0%  | 0%     | 2.56%                            | 0%     | 0%                | 2.56%  |
| 0511-AUDITING                               | 100%                      | 66.80% | 33.20% | 3.10%              | 1.60%  | 50.40%                 | 24.70% | 4.30%                     | 3.50%  | 0.10%  | 0.00%  | 0.20%                                     | 0.10%  | 7.40%                            | 2.90%  | 0.70%             | 0.20%  |
| Occupational RCLF                           | 31                        | 15     | 16     | 1                  | 0      | 10                     | 7      | 3                         | 7      | 1      | 2      | 0   | 0      | 0                                | 0      | 0                 | 0      |
| 1035-PUBLIC AFFAIRS                         | 100%                      | 48.39% | 51.61% | 3.23%              | 0%     | 32.26%                 | 22.58% | 9.68%                     | 22.58% | 3.23%  | 6.45%  | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| Occupational RCLF                           | 100%                      | 43.00% | 57.00% | 2.00%              | 3.10%  | 35.00%                 | 42.80% | 2.60%                     | 5.30%  | 0.00%  | 0.10%  | 0.10%                                     | 0.30%  | 2.70%                            | 4.70%  | 0.30%             | 0.40%  |
| 0303-MISCELLANEOUS CLERK & ASSISTANT        | 19                        | 12     | 7      | 0                  | 0      | 12                     | 6      | 0                         | 1      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
| Occupational RCLF                           | 100%                      | 63.16% | 36.84% | 0%                 | 0%     | 63.16%                 | 31.58% | 0%                        | 5.26%  | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| 0950-PARALEGAL SPECIALIST                   | 100%                      | 38.30% | 61.70% | 2.30%              | 3.50%  | 31.80%                 | 50.70% | 2.50%                     | 4.70%  | 0.00%  | 0.10%  | 0.20%                                     | 0.40%  | 0.90%                            | 1.30%  | 0.40%             | 0.50%  |
| Occupational RCLF                           | 17                        | 7      | 10     | 0                  | 0      | 1                      | 1      | 6                         | 9      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
| Occupational RCLF                           | 100%                      | 41.18% | 58.82% | 0%                 | 0%     | 5.88%                  | 5.88%  | 35.29%                    | 52.94% | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| Occupational RCLF                           | 100%                      | 26.60% | 73.40% | 2.30%              | 5.80%  | 19.70%                 | 54.70% | 2.80%                     | 8.90%  | 0.00%  | 0.10%  | 0.20%                                     | 0.50%  | 1.10%                            | 2.30%  | 0.20%             | 0.50%  |
| Occupational RCLF                           | 10                        | 3      | 7      | 0                  | 0      | 1                      | 1      | 2                         | 6      | 0      | 0      | 0   | 0      | 0                                | 0      | 0                 | 0      |
| Occupational RCLF                           | 100%                      | 30.00% | 70.00% | 0%                 | 0%     | 10.00%                 | 10.00% | 20.00%                    | 60.00% | 0%     | 0%     | 0%  | 0%     | 0%                               | 0%     | 0%                | 0%     |
| Occupational RCLF                           | 100%                      | 13.90% | 86.10% | 1.50%              | 6.60%  | 9.70%                  | 68.70% | 1.70%                     | 6.90%  | 0.00%  | 0.10%  | 0.10%                                     | 0.40%  | 0.70%                            | 2.00%  | 0.20%             | 0.60%  |

Table A6: Participation Rates for Major Occupations - Distribution by Race/Ethnicity and Sex (Temporary)

| Series / Job Title                                | Total Workforce<br>Temporary |        |        | RACE/ETHNICITY           |        |                        |        |                              |        |       |        |  |        |                                     |        |                   |        |
|---|------------------------------|--------|--------|--------------------------|--------|------------------------|--------|------------------------------|--------|-------|--------|--|--------|-------------------------------------|--------|-------------------|--------|
|   |                              |        |        | Hispanic<br>or<br>Latino |        | Non-Hispanic or Latino |        |                              |        |       |        |  |        |                                     |        |                   |        |
|   |                              |        |        |                          |        | White                  |        | Black or African<br>American |        | Asian |        | Native Hawaiian or<br>Other Pacific Islander |        | American Indian or<br>Alaska Native |        | Two or More Races |        |
|   | All                          | Male   | Female | Male                     | Female | Male                   | Female | Male                         | Female | Male  | Female | Male   | Female | Male                                | Female | Male              | Female |
| 0301-MISCELLANEOUS<br>ADMINISTRATION &<br>PROGRAM | 5                            | 2      | 3      | 0                        | 0      | 2                      | 3      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
| Occupational RCLF                                 | 100%                         | 40.00% | 60.00% | 0%                       | 0%     | 40.00%                 | 60.00% | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| 0905-GENERAL ATTORNEY                             | 4                            | 3      | 1      | 0                        | 0      | 3                      | 1      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
| Occupational RCLF                                 | 100%                         | 75.00% | 25.00% | 0%                       | 0%     | 75.00%                 | 25.00% | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| 0201-PERSONNEL<br>MANAGEMENT                      | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
| Occupational RCLF                                 | 100%                         | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| 0260-EQUAL EMPLOYMENT<br>OPPORTUNITY              | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
| Occupational RCLF                                 | 100%                         | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| 0303-MISCELLANEOUS<br>CLERK & ASSISTANT           | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
| Occupational RCLF                                 | 100%                         | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| 0305-MAIL AND FILE                                | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
| Occupational RCLF                                 | 100%                         | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| 0318-SECRETARY                                    | 0                            | 0      | 0      | 0                        | 0      | 0                      | 0      | 0                            | 0      | 0     | 0      | 0  | 0      | 0                                   | 0      | 0                 | 0      |
| Occupational RCLF                                 | 100%                         | 0%     | 0%     | 0%                       | 0%     | 0%                     | 0%     | 0%                           | 0%     | 0%    | 0%     | 0%   | 0%     | 0%                                  | 0%     | 0%                | 0%     |
| Occupational RCLF                                 | 100%                         | 3.50%  | 96.50% | 0.30%                    | 7.10%  | 2.50%                  | 77.70% | 0.40%                        | 8.10%  | 0.00% | 0.10%  | 0.00%  | 0.60%  | 0.20%                               | 1.80%  | 0.00%             | 0.60%  |

TAB 2.4

“B” Table 6  
Distribution by Disability



**Table B6: Participation Rates for Major Occupations - Distribution by Disability (Permanent)**

[illegible]



Table B6: Participation Rates for Major Occupations - Distribution by Disability (Temporary)

[illegible]

## TAB 3

### Policy Statements

TAB 3.1  
2017 FEC Chairman Policy Statement  
Steven T. Walther

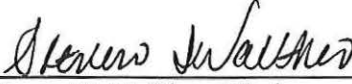
## **2017 Federal Election Commission Policy Statement on Non-Discrimination and Equal Employment Opportunity**

As federal employees, we have taken an oath to maintain high moral standards, as well as high standards of ethics and conduct. This obligation includes complying with laws concerning equal employment opportunity in the Federal workplace. As set forth in this statement, it is the policy of the Federal Election Commission (FEC) to provide equality of opportunity for all applicants, employees and former employees, regardless of race, color, religion, sex (including sexual harassment), national origin, sexual orientation, age (40 or over) and/or mental/physical disability. The FEC endeavors to ensure that all aspects of employment (e.g. recruitment, hiring, promotion, compensation, benefits, assignments, transfers, training, evaluations, awards, discipline, and adverse actions) remain in compliance with Commission policies and Equal Employment Opportunity (EEO) laws and regulations.

Further, a person who files a complaint, participates in an investigation of an EEO complaint, or opposes an illegal employment practice under the statutes enforced by the Equal Employment Opportunity Commission (EEOC), is protected from reprisal or retaliation. In addition to laws that the EEOC specifically enforces, there are federal protections from discrimination on other bases, including status as a parent, marital status, political affiliation and conduct that does not adversely affect the performance of the employee. In these cases, EEO Counselors (and/or other EEO staff) can assist in identifying the proper agency or authority to address the matter(s).

Managers and supervisors are expected to be proactive, by integrating and implementing guidance from the agency's EEO policies in all of their employment activities. They will be held accountable for their responsibility to identify and correct discriminatory policies, practices and behaviors and for taking immediate and appropriate action to ensure that the workplace is free of unlawful discrimination, intimidation, reprisal and/or harassment. To this end, the Commission will coordinate with the EEO Director and senior leadership to ensure proper compliance with our nation's EEO laws.

All employees are responsible for compliance with EEO laws and policies as well, ensuring that their actions demonstrate respect for human differences and that their colleagues are treated with dignity, respect and professionalism. Employees are expected and encouraged to bring any concerns and/or perceptions regarding discriminatory behavior, retaliation and/or harassment in any form or any other allegations of EEO violations, to the attention of management as soon as possible. The Commission takes all allegations seriously and managers are expected to consider and respond to any reported concerns or allegations promptly and appropriately. The Commission strives to create and maintain a high quality work environment for all employees and to deliver programs and services to all people with the utmost fairness, integrity and equality.

  
Steven T. Walther, Chairman

  
Date



TAB 3.2  
2018 FEC Chair Policy Statement  
Caroline C. Hunter



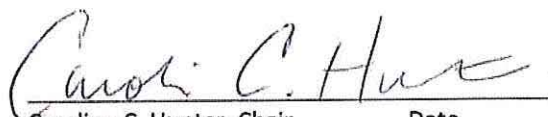
FEDERAL ELECTION COMMISSION  
Washington, DC 20463

## **2018 Federal Election Commission Policy Statement on Non-Discrimination and Equal Employment Opportunity**

The Federal Election Commission (FEC or the Commission) has a long-standing commitment to promote and ensure equal employment opportunity (EEO) for all employees and applicants for employment in every phase of employment regardless of race, color, sex, national origin, religion, age, disability, genetic information, sexual orientation, political affiliation, marital status or parental status. When any employee or job applicant is discriminated against, the work of the Commission suffers, opportunities for achievement are lost and the ability of our employees to reach their full potential is jeopardized. The Commission endeavors to ensure that all aspects of employment, including hiring, promotions, pay, benefits, assignments, transfers, training, evaluations, awards, discipline, and adverse actions (including separations) are conducted in compliance with Commission policies, EEO laws and regulations.

We are committed to demonstrate our compliance with EEO and Civil Rights laws by maintaining a work environment where discrimination, retaliation and harassment (physical or psychological) are not tolerated. To do otherwise is unacceptable. Managers and supervisors are continually held accountable for their responsibility to identify and correct discriminatory policies, practices and behaviors and for taking prompt and appropriate action to ensure that the work environment is free of unlawful discrimination, intimidation, reprisal, and/or harassment.

Furthermore, Commission employees and contractors also are accountable for compliance with EEO laws and policies, for ensuring that their actions demonstrate respect for human differences, and for treating all colleagues with dignity, respect, and professionalism. All employees will be held accountable for their conduct and performance, as public servants, and are expected to promptly bring any concerns regarding discrimination, retaliation and/or harassment, in any form, to the attention of management. The Commission takes all allegations of discrimination, retaliation, and harassment seriously, and managers are expected to consider and respond to any reported concerns promptly and appropriately. The Commission strives to create and maintain a high quality and all-inclusive work environment for all employees and to being an agency that delivers programs and services to all people with the utmost fairness, integrity, and equality.

  
Caroline C. Hunter, Chair

Date

3/5/18

TAB 3.3  
2019 FEC Chair Policy Statement  
Ellen L. Weintraub



CHAIR ELLEN L. WEINTRAUB  
FEDERAL ELECTION COMMISSION  
WASHINGTON, D.C. 20463

## **2019 Federal Election Commission Policy Statement on Non-Discrimination and Equal Employment Opportunity**

Colleagues:

Federal Election Commission employees and applicants for employment are protected by federal laws, Presidential Executive Orders, and state and local laws that bar discrimination on the bases of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), parental status, marital status, national origin, age (over 40), disability, family medical history and genetic information, political affiliation, military service, conduct that does not adversely affect the performance of the employee, and other non-merit based factors. These protections extend to all management practices and decisions, including recruitment and hiring practices, appraisal systems, promotions, training, and career development programs. More information may be found here: <https://www.eeoc.gov/federal/otherprotections.cfm>.


The Commission will enforce these protections to the fullest. The Commission is firmly committed to ensuring compliance with our nation's EEO and civil rights laws and maintaining a work environment where discrimination, retaliation, and harassment are not tolerated. Managers and supervisors will be held accountable for identifying and correcting discriminatory policies, practices, and behaviors and for taking prompt and appropriate action to ensure that the work environment is free of unlawful discrimination, intimidation, reprisals, and harassment.

All FEC employees and applicants are expected – and encouraged – to promptly bring any concerns about discrimination, in any form, to the attention of management. Anyone who believes that she or he has been subjected to discrimination or retaliation should contact the FEC's Office of Equal Employment Opportunity at (202) 694-1228 (or at [eeo@fec.gov](mailto:eeo@fec.gov)) within 45 calendar days of the alleged discriminatory action (or in the case of a personnel action, within 45 calendar days of the effective date of the action). Employees may also wish to contact the Office of Special Counsel at (202) 254-3600 or the Merit Systems Protection Board at (202) 653-7200, as appropriate. Additionally, job applicants should visit the Office of Equal Employment Opportunity's page on the FEC's external website, under the "Career" link.

Further, anyone who files a complaint or participates in an investigation of an EEO complaint, or who opposes an employment practice made illegal under the statutes enforced by the Equal Employment Opportunity Commission (EEOC), is protected from reprisal or retaliation. Consistent with federal laws, 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. If any staff member feels that communication of any concerns to his or her immediate supervisor could possibly bring retaliation or negative consequences, the concerned staff member should contact another manager in his or her supervisory chain, an EEO Counselor or the EEO Director, the Inspector General (IG), or make a report through My Safe Workplace (via agency intranet).

All of the above is the law, and all are compelled to follow the law. But the FEC's employees and leadership have a higher duty, as public servants, to embrace the spirit of this Policy Statement as well. Together, we will be an agency that creates a high-quality, all-inclusive work environment, an agency that nurtures an atmosphere that fosters dignity, respect, and equal and positive treatment for each other while we administer the law and deliver programs and services to everyone with fairness, integrity, and equality.

March 26, 2019

  
Ellen L. Weintraub  
Chair



## TAB 3.4

### Anti-Harassment Policy & Procedures

**Attached –  
Anti-Harassment Policy and Procedures  
under revision per  
Technical Feedback Meeting of  
5/22/19**

**Draft to EEOC anticipated to be submitted  
before end of FY'19**

## Cheryl Painter

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**From:** Alec Palmer  
**Sent:** Wednesday, June 13, 2018 3:41 PM  
**To:** FEC Staff  
**Subject:** Annual Re-issuance of Anti-Harassment Policy

Colleagues,

The Federal Election Commission strives to create an environment in which all of its employees are valued and treated with dignity and respect. To that end, unlawful discrimination (which includes harassment) is prohibited. The Commission takes all allegations of harassing conduct seriously.

On December 13, 2006, Commission Directive 32 was adopted. This directive describes the appropriate procedures to follow when an employee believes that he or she is the victim of **any** type of unlawful harassment.

Supervisors and managers are asked to pay particular attention to their responsibilities as described on page 3 of the directive, including the requirement to promptly and appropriately prevent harassment in the workplace and to prevent retaliation against anyone who complains of harassment.

Employees are encouraged to bring to management's immediate attention any harassing conduct so that rapid and constructive action can be taken. Employees may elevate harassment concerns to the highest organizational level (including a Commissioner's office) or take concerns directly to the Office of the Inspector General (OIG) or the Equal Employment Opportunity (EEO) Office.

The policy is available on the FEC's website via the following link [https://www.fec.gov/resources/cms-content/documents/directive\\_32.pdf](https://www.fec.gov/resources/cms-content/documents/directive_32.pdf). Paper copies are available on-demand in Suite 910.

Best regards,

Alec Palmer  
Staff Director and CIO  
Federal Election Commission  
1050 First Street NE  
Washington DC  
202 694 1007

| FEDERAL ELECTION COMMISSION     |                            |                                       |
|---------------------------------|----------------------------|---------------------------------------|
| MANUAL OF DIRECTIVES            | COMMISSION DIRECTIVE       |                                       |
|                                 | RESCINDS:                  | NO. 32                                |
|                                 | Directive 32<br>12/13/2006 | EFFECTIVE DATE:<br>September 11, 2015 |
| SUBJECT: ANTI-HARASSMENT POLICY |                            |                                       |

The Federal Election Commission (FEC or Commission) strives to create an environment in which all of its employees are valued and treated with dignity and respect. To that end, unlawful discrimination (which includes harassment) based on sex, race, color, religion, national origin, age, disability, sexual orientation, political affiliation, marital or parental status, as well as retaliation is prohibited by the FEC.<sup>1</sup> The FEC has the following procedures in place that should be utilized by an employee who believes that he/she is the victim of any type of unlawful harassment.<sup>2</sup>

For the purpose of this Policy, harassment is defined as any unwelcome verbal or physical conduct based on any of the above protected characteristics when:

- A. The behavior can reasonably be considered to adversely affect the work environment; or,
- B. An employment decision affecting the employee is based upon the employee's acceptance or rejection of such conduct.

Sexual harassment for the purpose of this Policy is defined as unwelcome sexual advances, unwelcome requests for sexual favors, and other unwelcome verbal or physical conduct of a sexual nature when:

- A. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;

<sup>1</sup> Parental status, marital status and political affiliation are not covered by Title VII of the Civil Rights Act, as amended, or other federal anti-discrimination laws. Complaints alleging harassment on these bases will be handled according to the Anti-Harassment Policy but complainants have no statutory appeal rights to the Equal Employment Opportunity Commission. Allegations of discrimination based on political affiliation and marital status may be brought to the Office of Special Counsel and the Merit System Protection Board under limited circumstances.

<sup>2</sup> Employees wishing to raise a harassment complaint in the Equal Employment Opportunity (EEO) process must contact an EEO counselor or the EEO Director within 45 calendar days of the alleged discrimination. The anti-harassment procedures under this policy are separate and distinct from the EEO complaint process and may take place simultaneously. Therefore, employees should not wait until an internal harassment inquiry is completed to begin the EEO complaint process if waiting will allow the 45-day time limit to expire.



- B. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions, or other decisions affecting an individual's participation in Commission activities; or,
- C. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or participation in a Commission-sponsored activity or creating an intimidating, hostile, or offensive work environment.

### **Policy Against Harassing Conduct**

The FEC will strive to limit and address **any** harassing conduct by treating it as misconduct, even if it does not rise to the level of harassment actionable under Title VII of the Civil Rights Act of 1964, as amended. A hostile environment claim under Title VII usually requires showing a pattern of offensive conduct. The FEC will not wait for such a pattern to emerge. Rather the Commission will act before the harassing conduct is so pervasive and offensive as to constitute a hostile environment. In the usual case, a single utterance of a sexual, sex-based, ethnic or racial epithet that offends an employee would not be severe enough to constitute unlawful harassment in violation of Title VII; however, it is the Commission's view that such conduct is inappropriate and must be stopped.

The Commission also will not tolerate retaliation against any employee for making a good-faith report of harassing conduct under this or any other policy or procedure, or for assisting in any inquiry about such a report. Complaints of such retaliation shall be handled pursuant to the procedure in this policy.

### **Procedures and Responsibilities**

#### **Responsibilities of the Chairman**

1. The Chairman through the Staff Director shall be responsible for:
  - a. Disseminating this Policy statement annually to all employees;
  - b. Ensuring that employees are informed of this Policy and the procedures to follow in connection with reporting harassing conduct;
  - c. Taking appropriate action to enforce this Policy; and,
  - d. Working closely with the EEO Director to ensure that this Policy is properly implemented.

#### **Responsibilities of Commission Employees**

1. Each Commission employee shall be responsible for:
  - a. Acting professionally and refraining from harassing conduct;
  - b. Becoming familiar with the provisions of this Policy, complying with all requirements of the Policy, and cooperating with any inquiry under this Policy; and
  - c. Promptly reporting any incident of harassing conduct that he or she experiences or observes before it becomes a pattern of misconduct as pervasive and offensive as to constitute a hostile environment. (The

Commission cannot correct harassing conduct if the conduct is not known. When an employee unreasonably fails to take advantage of this procedure and does not promptly report an incident of harassing conduct as set forth herein, the Commission reserves the right to raise this failure as a defense against a suit for harassment.)

### **Responsibilities of Supervisors and Managers**

1. All supervisors and managers shall be responsible for:
  - a. Acting promptly and appropriately to prevent harassment in the workplace, and retaliation against those who complain of harassment;
  - b. Reporting to the EEO Director any incident of harassing conduct that they witness or is otherwise brought to their attention;
  - c. Receiving and handling allegations of harassing conduct promptly and appropriately utilizing the procedures set forth in this Policy;
  - d. In consultation with the EEO Director, take action to stop any harassing conduct and prevent further harassment to ensure that further misconduct does not occur; and,
  - e. In consultation with the EEO Director, using the procedures set forth below to take prompt and appropriate corrective and disciplinary action, up to and including removal, against personnel who have engaged in harassing conduct or who have not carried out their responsibilities under this Policy.

### **Responsibilities of the EEO Director**

1. The EEO Director shall be responsible for:
  - a. Receiving allegations of harassing conduct;
  - b. Conducting or overseeing fair and impartial inquiries into allegations of harassing conduct. (The EEO Director will have the authority to decide who will conduct an inquiry into an allegation of harassment, provided that the person conducting the inquiry has had appropriate training in investigating allegations of workplace misconduct);
  - c. Advising supervisors and managers on actions to take to stop any harassing conduct and prevent further harassment to ensure further misconduct does not occur; and,
  - d. Advising the Staff Director or other persons who need to know of allegations of harassment and the resolution of those allegations under this Policy.
  - e. Advising the Chairman or Vice Chairman of allegations of harassment which name the Staff Director, General Counsel or any Senior Level employee as the alleged harasser.

### **Reporting Harassment**

Early reporting and intervention have proven to be the most effective method of resolving actual or perceived incidents of harassment. Therefore, while no fixed reporting period has been established, the FEC strongly urges the prompt reporting of complaints or concerns so that rapid and constructive action can be taken. The FEC will make every

effort to stop alleged harassment before it becomes severe or pervasive, but can do so only with the cooperation of its employees.

The procedures for reporting incidents of harassing conduct are as follows:

- A. Any person who believes that he or she has been the subject of an incident of harassing conduct, including sexual harassment, in violation of this Policy should report this matter: (1) to anyone in their supervisory chain; (2) an EEO Counselor; (3) to the Inspector General (IG) or via the IG Hotline; or, (4) the EEO Director. All information will be maintained in a confidential manner to the greatest extent possible. The maintenance of records and any disclosure of information from these records shall be in complete compliance with the Privacy Act, 5 U.S.C. 552a. Such information, for example, may have to be disclosed to defend the Commission in any litigation to which the information may be relevant and necessary. Further, information may need to be disclosed to those officials and employees within the Commission with a need to know in order to carry out the purpose and intent of this Policy.
- B. While all employees are encouraged to report harassing conduct as defined by this policy, a supervisor or manager who receives an allegation or witnesses harassing conduct shall immediately:
  1. Inform the EEO Director and seek guidance as to further actions;
  2. In consultation with the EEO Director, take action to stop any harassing conduct and prevent further harassment while the allegations are being investigated, including granting of appropriate interim relief to the alleged victim of harassing conduct; and,
  3. In consultation with the EEO Director, document the allegation received and his or her efforts to address it.

#### **Inquiries into Allegations of Harassing Conduct**

- A. When the EEO Director receives an allegation of harassing conduct, either directly by the complainant or through a supervisor, manager or other sources, **within 60 days** he or she shall ensure that a prompt, thorough, impartial and appropriate investigation is conducted to include a written Summary of Findings, and shall recommend appropriate action both to stop any harassing conduct and prevent further harassment, while the allegations are being investigated.
- B. Where an investigation is necessary, a written summary of the investigation shall be prepared by the individual conducting the investigation. (The summary may be brief, depending on the complexity and seriousness of the case.) The summary shall be prepared promptly after completion of the inquiry and shall be submitted to the EEO Director (if the EEO Director did not conduct the inquiry) and the supervisor who would be responsible for taking disciplinary action against the alleged harasser, if the allegations are determined to be true.
- C. The summary of the investigation or other documentation prepared under this procedure shall be kept confidential, to the extent possible. The maintenance of records and any disclosures of information from these records shall be in complete compliance with the Privacy Act, 5 U.S.C. 552a. Such information may, for example, have to be disclosed to defend the Commission in any litigation

to which the information may be relevant and necessary. Further, information may need to be disclosed to those officials and employees within the Commission with a need to know in order to carry out the purpose and intent of this Policy.

**Action to be taken upon Completion of the Inquiry**

- A. Upon completion of the inquiry, and in consultation with the EEO Director, Commission management shall promptly evaluate and determine the appropriate action to take. The EEO Director shall be informed of this decision, including a decision not to act. In cases of complex or egregious alleged harassing conduct, the supervisor and EEO Director should seek counsel of the Office of General Counsel.
- B. Where the inquiry establishes that a manager or supervisor did not properly carry out the responsibilities provided for under this Policy, he or she shall be subject to appropriate disciplinary action up to and including removal.

This Directive was revised and adopted on September 11, 2015.



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Alec Palmer  
Staff Director



## TAB 3.5

### Accommodation Policy & Procedures

**Attached –  
Accommodation Procedures under revision  
per Technical Feedback Letters of  
5/22/18 & 7/30/18**

**Draft to EEOC anticipated to be submitted  
before end of FY'19**

**Accommodation Policy for the  
Federal Election Commission**  
**Approved by EEOC on July 16, 2013**  
*(Submitted for EEOC review in Jan2018; revisions pending)*

## **Purpose**

This policy is designed to describe the procedures to be followed when an accommodation is requested by an applicant to, or employee of, the Federal Election Commission. The policy has been formulated based on guidance from the Equal Employment Opportunity Commission (EEOC) and has been vetted through that agency, as it has primary authority for interpreting and enforcing the application of Sections 501 and 505 of the Rehabilitation Act of 1973.

## **I. Introduction**

It is the policy of the Federal Election Commission (FEC or Commission or Agency) to provide equal employment opportunity to all employees and applicants for employment. In carrying out its goal to be a model employer of persons with disabilities, the Commission promotes full access, consideration, integration, promotion and retention of persons with disabilities across the broad range of its workforce. The Commission is committed to providing “reasonable” accommodation to employees and applicants (“requesting individuals”) with disabilities, consistent with all applicable laws, Executive Orders, regulations and EEOC guidelines. **Managers and supervisors must actively participate in achieving these goals.** This document describes the Agency’s Accommodation Program requirements, processes and procedures to guide the FEC workforce and applicants about how to make a request for accommodation and about how FEC managers are to respond to requests for accommodation.

## **II. Authorities**

### **A. Section 501 of the Rehabilitation Act of 1973, as amended,**

1. Protects Federal sector employees with disabilities against discrimination.
2. Requires Federal employers to provide reasonable accommodation(s) to persons with disabilities where needed.
3. Prohibits employers from making improper disability-related inquiries or requiring improper medical examinations.
4. Requires that employers keep the medical information of all employees confidential.
5. Requires that employers comply with anti-harassment standards.
6. Prohibits retaliation by employers.
7. Requires federal agencies to provide Personal Assistance Services (PAS) to individuals who need them due to certain disabilities (effective January 3, 2018)<sup>1</sup>.

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<sup>1</sup> On January 3, 2017, the EEOC amended the regulations implementing Section 501 of the Rehabilitation act of 1973 (Section 501).

- B. Executive Order 13164, dated July 26, 2000, “Requiring Federal Agencies to Establish Procedures to Facilitate the Provision of Reasonable Accommodation,” requires all Federal agencies to establish written procedures for handling employee requests for accommodation due to a health issue.
- C. The Americans with Disabilities Act of 1990 (ADA) amended Section 501 of the Rehabilitation Act by applying the employment nondiscrimination standards of the ADA (Title I) to Federal government employees and applicants for employment. It also stated that it is the obligation of the Federal government to be the “model employer of individuals with disabilities.” The ADA Amendments Act of 2008 (ADAAA) was signed by the President on September 25, 2008, and became effective as of January 1, 2009. The ADAAA, as amended,
  - 1. Emphasizes that the definition of disability should be construed in favor of broad coverage of individuals to the maximum extent permitted by the terms of the ADA and generally shall not require extensive analysis.
  - 2. Emphasizes that the primary object of attention should not be on the definition of disability but rather on whether the individual can be accommodated absent undue hardship.

### III. Definitions

- A. **Accommodation:** a change in the workplace or in the way things are customarily done that provides an individual with a disability with equal employment opportunities.
  - 1. Accommodations are available: a) for the application process; b) to enable an individual with a disability to better perform essential job functions; c) to provide equal **benefits and privileges** of employment.
  - 2. An effective accommodation is one that allows equal opportunity for the employee or applicant with a disability to be considered for positions and enjoy the benefits and privileges that are available to employees without disabilities.
- B. **Disability Program Manager (DPM):** an employee designated by the Staff Director that has primary responsibility for administering, coordinating and monitoring the agency’s accommodation program. The DPM serves as the agency’s primary liaison with supervisors, managers, applicants and employees regarding the requesting individual’s accommodation request.
- C. **Individual with a disability:** someone who: 1. has a “**physical or mental impairment**” that “**substantially limits**” one or more of that individual’s “**major life activities**”; 2. has a record of such impairment; or 3. is “regarded as” having such an impairment
- D. **Substantially limits: this phrase** describes a situation when an individual is (or has been) substantially limited in performing a major life activity as compared to most



people in the general population. The term “substantially limits” should be construed broadly in favor of expansive coverage to the maximum extent permitted by the terms of the ADAAA. The law no longer requires that impairment to “severely” or “significantly” restrict a major life activity. While an individualized assessment is still required, comparison to most people in the general population usually should not demand scientific or medical evidence. Please note:

1. With the exception of “ordinary eyeglasses or contact lenses,” **the use of mitigating measures** (e.g., medications, assistive technology, etc.) should be disregarded when making the assessment.
2. Impairments that are episodic or in remission may be disabilities if substantially limiting when active.
3. Only one major life activity needs to be substantially limited.
4. There is no durational minimum.

E. **Major life activities: examples of these** are described in **two non-exhaustive lists** both in the ADAAA and the EEOC regulations. The first list consists of those activities that were previously recognized by the EEOC and most courts. The second list includes new categories that will make it easier for individuals with many different types of impairments to establish disability. The impairments listed below include both physical disabilities as well as severe intellectual disabilities.

1. The first list includes: caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, sitting, reaching, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, interacting with others, and working.
2. The second list includes: functions of the immune system, special sense organs and skin, normal cell growth, digestive, genitourinary, bowel, bladder, neurological, brain, respiratory, circulatory, cardiovascular, endocrine, hemic, lymphatic, musculoskeletal and reproductive. This list also includes operations of an individual organ within a body system, such as the operation of kidney, liver or pancreas.
3. Impairments that should easily be found to be disabilities include deafness, blindness, mobility impairments requiring the use of a wheelchair, intellectual disability (mental retardation), partially or completely missing limbs, autism, cancer, cerebral palsy, diabetes, epilepsy, HIV infection, multiple sclerosis, and muscular dystrophy. Other mental impairments include major depressive disorder, bipolar disorder, post-traumatic stress disorder, obsessive-compulsive disorder and schizophrenia.

F. **Qualified individual:** an individual who:

1. meets the basic skill, education, training, and other job-related requirements; and
2. is able to perform the essential (or fundamental) functions of a position with or without reasonable accommodation.

(note: this term refers to job performance and not the disability)

**G. Essential Functions:** the fundamental job duties of the position that the individual with the disability holds or seeks. The term “essential functions” does not include marginal functions of the position. A job function may be considered essential for any of several reasons, including but not limited to the following:

1. The duties are so fundamental that removing the function would fundamentally change the job;
2. The job is highly specialized.
3. The position exists specifically to perform that function;
4. The function is specialized and the person is hired based on his or her specific ability to perform the particular function; or
5. There are only a limited number of employees who can perform the function.

**H. Undue hardship:** an individualized assessment of current circumstances that shows that a specific reasonable accommodation would cause significant difficulty or expense. In general, federal agencies do not often assert that the cost of a requested accommodation imposes an undue hardship as the analysis is based on the entire financial resources available to the agency. Each accommodation request is evaluated individually and on its own merits, including whether there is any potential “undue hardship” impact if the accommodation request is approved. Other considerations in the analysis include the impact of the accommodation on the overall operation of the agency, safety, security, and the structure and composition of the affected workforce.

**I. Health care professional:** a person who has completed a course of study, is licensed to practice in a field of health care and is trained to diagnose, assess and make recommendations for the accommodation of a particular disability or disabilities under consideration.

**J. Personal Assistance Services (PAS):** On January 3, 2017, the Equal Employment Opportunity Commission (EEOC) amended the regulations implementing Section 501 of the Rehabilitation Act of 1973 (Section 501), the law that prohibits the federal government from discriminating in employment on the basis of disability and requires it to engage in affirmative action for people with disabilities.

As part of the FEC’s obligation to engage in affirmative employment, federal agencies are required by the new regulations to provide Personal Assistance Services (PAS) to individuals who, because of certain disabilities, require assistance to perform basic activities of daily living (e.g. eating, using the restroom).

#### **IV. Requests for Reasonable Accommodation in General**

##### **A. What is a “Reasonable” Accommodation (RA)?**

(See Section III. Definitions, A. above). Generally, the process starts when an individual with a disability requests an accommodation. The request is for some

change in the workplace or in the way things are done due to a medical condition. Employees make accommodation requests to management and/or may contact the Agency's DPM directly, who then will begin the Interactive Process (IP) with management. In the process of evaluating the employee's request, **management** determines whether the request is reasonable and may determine that an alternative accommodation is reasonable.

"Reasonable" accommodations may include, but are not limited to:

1. Making facilities readily accessible to and usable by persons with disabilities;
2. Job restructuring;
3. Part-time or modified work schedules;
4. Acquiring or modifying equipment or devices such as Telecommunication Device for the Deaf (TDD);
5. Adjusting or modifying examinations by changing tests, training materials or policies;
6. Providing qualified readers or interpreters; and
7. Reassignments to a suitable, vacant position, and other similar actions.

## **B. What are the Agency Requirements?**

When an employee or job applicant initiates a request for accommodation, Agency management will either refer the employee or job applicant to the DPM, contact the DPM personally, or both. Once the DPM has spoken to the requesting individual and/or the manager, a meeting will be scheduled to allow those involved to engage in an "interactive process" (IP) to discuss all aspects of the requested accommodation.

At some point in this process, the DPM may request medical documentation from the requesting individual to confirm the existence of the disability (particularly when the employee's health issue or disability is not obvious). Depending upon the sufficiency and clarity of the medical documentation provided by the requesting individual, the DPM may contact the agency's medical consultant to review the medical information for recommendations and guidance to assist agency managers to make informed decisions; again, depending upon the sufficiency and clarity of the medical documentation provided, the medical consultant (with a signed release from the requesting individual) may contact the requesting individual's medical professional to discuss and/or seek clarity regarding the health issues. As appropriate, the DPM coordinates the evaluation of the medical documentation by the medical consultant and subsequently assists management with making informed decisions about the requested accommodation. When the disability is obvious, the DPM may still elect to follow this process, for the same reasons.

During the interactive process, the DPM will determine if the requesting employee is an “individual with a disability” and work with agency management to assist with their determination of whether the requesting employee is a “qualified individual”—that is, able to perform the essential functions of the position with or without reasonable accommodation.<sup>i</sup> Employee requests for accommodation should be provided when the need has been substantiated by the DPM.

Once an **effective accommodation** has been decided upon in an IP meeting, the DPM will summarize in writing the agreed-upon accommodation plan and distribute to all attendees of the IP meeting. The summary is written confirmation that the accommodation request has been received, discussed in the interactive process and decided upon. When the requested accommodation (or an effective alternative accommodation) has been approved, the summary will describe the parameters of the accommodation plan in detail including the time period, if appropriate, for the duration of the plan. The interactive process is a fluid process and may continue after the accommodation plan becomes effective or at such time that either the employee or management would like to discuss modifications to the plan.

When Commission management has provided an effective accommodation, the reasonable accommodation obligation is satisfied.

“Reasonable” accommodation will be provided to all requesting individuals with disabilities, including part-time, full-time and “probationary” employees and applicants for employment unless providing such an accommodation will place an undue hardship on the agency. In providing an accommodation to an individual with a disability, management considers the work-related needs of all employees.

Managers and supervisors are not required to eliminate essential functions of a position. Similarly, managers and supervisors are not required to lower production standards—whether qualitative or quantitative—that are applied uniformly to all employees. However, management may be required to provide a reasonable accommodation to enable an employee with a disability to meet the production standards.

Personal items, such as a wheelchair, eyeglasses or a hearing aid needed by the individual for daily activities both on and off the job, are not the responsibility of the agency.

## **V. Roles and Responsibilities**

### **A. Staff Director**

The Staff Director of the FEC has agency-wide responsibility for implementing and administering the accommodation policy and other legal requirements set



forth in this document. Specifically, the Staff Director is responsible for delegating authority to the EEO Director to maintain centralized control over the administration of this Policy to ensure that employee requests for accommodation are processed timely and appropriately. Additionally, the EEO Director's responsibilities include overseeing that tracking records and other data collection is managed properly in order to satisfy the reporting requirements to the EEOC. The DPM, while technically appointed by the Staff Director, reports directly to the EEO Director and has primary responsibility for providing assistance and guidance to management to ensure compliance with the requirements of this Policy, the ADA and other related authorities described in Section II of this document.

#### **B. EEO Director**

The FEC EEO Director is responsible for assuring that the Agency fulfills the obligations set forth in this document by establishing and monitoring an effective process for addressing employee requests for accommodation due to a health issue. Both the EEO Director and the Disability Program Manager positions are neutral in the interactive process. The EEO Director has delegated responsibility for coordinating and monitoring the Agency's Accommodation program to the DPM. These responsibilities include developing and conducting training as well as tracking employee requests for accommodation in a tracking system. In consultation with the DPM, the EEO Director will prepare related agency policies and procedures, consulting with the EEOC for guidance and approval. The EEO Director will also support the DPM in his/her communications to Management regarding the obligations of the Agency in the accommodation process and remain responsible for the preparation of required reports on reasonable accommodation efforts.

#### **C. Office of Human Resources**

The FEC's Office of Human Resources (HR) is responsible for accepting requests for accommodation made by applicants for employment. HR shall immediately forward all applicant requests for accommodation to the DPM for processing.

#### **D. Disability Program Manager (DPM)**

The DPM is designated by the Staff Director and has primary responsibility for administering, coordinating and monitoring the Agency's Accommodation program. Although the DPM serves as the agency's *primary* liaison with supervisors, managers, applicants and employees regarding the provision of accommodation, the DPM position is neutral in the accommodation interactive process. The DPM works with requesting applicants, employees and relevant supervisors and managers in seeking sufficient information about the limitations of the disability and the essential functions of the position to determine the feasibility of the request and, on occasion when a requested accommodation has

been deemed to create an undue hardship on the Agency, to determine whether an alternative accommodation is possible. The DPM may consult with the EEO Director and/or the EEOC to seek guidance on the requirements of the law and whether alternatives are available. The DPM is responsible for tracking and providing statistical information to the EEO Director about employee requests for accommodation and the agency's response to such accommodation requests.

#### **E. Managers and Supervisors (including Selecting Officials)**

FEC managers and supervisors are responsible for providing accommodation to employees or job applicants with disabilities unless it can be shown the accommodation would impose an undue hardship on the Commission. Managers and supervisors should refer any request for accommodation that they receive to the DPM for processing; however they retain the responsibility of deciding whether an accommodation will be granted. Regardless of whether an employee request for accommodation due to a health issue is ultimately approved, or an alternate accommodation is approved or the request is denied, the employee will be informed who, specifically, is the Deciding Official in the process. This person could be any supervisor in the employee's chain of command (i.e., the immediate or second level supervisor or the Director of the Office in which the employee works). Managers and supervisors should consult with the DPM to seek guidance on the requirements of the law.<sup>ii</sup>

#### **F. Individual Requesting Accommodation**

The employee may initiate a request for accommodation orally, in writing or via any other mode of communication to his/her supervisor, any supervisor or manager in his/her chain of command or to the DPM. A job applicant requiring accommodation in the application process must make a request orally, in writing or via any other mode of communication to HR, who then refers the request to the DPM, or directly to the DPM.

The employee or applicant's request should include a description of an accommodation that would allow equal participation in the FEC workforce or application process.

Any FEC employee with a health issue who would like to make a request to management for accommodation may make that request directly to the DPM, the immediate supervisor, any supervisor in the chain of command or directly to the EEO Director. The employee with a health issue should describe the workplace essential function(s) that he/she cannot perform due to a disability.

### **VI. Accommodation Request Process**

#### **A. Making a Request**

##### **Employees**

Employees who wish to request an accommodation shall initiate a request by making the request orally, in writing or by any other means of communication. The request may be made to a first or second line supervisor, any other supervisor in the individual's chain of command or directly to the DPM. Employee accommodation requests do not have to be in writing; they do not have to use the "magic words" reasonable or accommodation; and the request may come from a third party (e.g., an employee's family member or doctor).

### **Applicant for employment**

Requests for accommodation made by an applicant may be made orally, in writing or by any other means of communication to HR or the DPM. The request should identify the accommodation needed, if known. Although an applicant with a disability may request an accommodation at any time during the application process, the applicant should, to the greatest extent possible, make the request as soon as he/she is aware of a barrier in the process. When the HR office receives a request for accommodation from an applicant for employment, it shall be immediately forwarded to the DPM for processing. After evaluating the accommodation request, the DPM will make a recommendation to an appropriate deciding official in the Office of Human Resources chain of command (that is, to an HR Supervisor, HR Director or Deputy Staff Director for Management & Administration).

### **Third Party Request**

A family member, health care professional or other representative may also initiate requests for accommodation. Before acting on a third party request, the DPM will consult with the employee or applicant for employment to confirm that the employee or applicant wishes the request to be acted upon.

## **B. Expedited processing**

Certain requests require expedited processing, for example, to enable an applicant to apply for a job or to participate in a specific Commission activity that is scheduled to occur shortly. In those instances, the supervisor or DPM will strive to expedite the processing of the request before the deadline or activity.

## **C. Interactive Communication Process**

1. When an employee has requested accommodation (as previously described), the DPM will attempt to confer with the employee and Agency management as soon as possible, within one to two (1-2) working days of receiving the request.
2. After speaking with those involved, the DPM will attempt to schedule a meeting within five (5) working days to engage in the interactive process. The purpose of the interactive process is to determine what, if any, accommodation should be provided. This process is necessary to clarify what the requesting individual needs, the impact of the disability on the employee's

job performance, and what would be an effective accommodation that would enable the employee to perform the essential job functions.

3. If an applicant makes a request for accommodation to either HR or the selecting official, the request should be immediately referred to the DPM. The DPM, with the assistance of the selecting official, shall begin the review of the requested accommodation and initiate the interactive process with the requesting applicant.
4. Questions to be asked during the initial interactive process can include, but are not limited to the following:
  - Will the accommodation be effective, that is, give the person the opportunity to function, participate, or compete on an equal basis?
  - Is the accommodation necessary to perform the duties of the position?
  - What effect will the accommodation have on the agency's operations and on the employee's performance?
  - Are there other accommodations that would accomplish the same purpose?
5. The interactive process and interactive communication is a priority throughout the consideration of an employee's request for accommodation. The DPM, employee and the manager must actively exchange information in order to reach a resolution within the appropriate timeframes. In order to implement an accommodation plan, however, the supervisor and/or manager need not routinely be provided with copies of the requesting individual's medical documentation or be advised of the nature of the disability if the requesting individual prefers for the medical information to be kept confidential. Rather, supervisors and managers need only to be advised verbally of the requesting individuals health limitations, in general terms, to enable them to make informed decisions. Normally, the requested accommodation (or an effective alternative accommodation), shall be provided to the requesting employee within 30 calendar days absent extenuating circumstances.
  - a. Extenuating circumstances are factors that could not be reasonably anticipated or avoided, for example, equipment that is on back order, the company has gone out of business, or medical documentation has been delayed by the Health Care Provider.

#### **D. Medical documentation**

1. Where the disability and/or the need for accommodation are not obvious, the DPM may request supporting medical documentation to confirm the requesting employee's disability and to obtain suggestions and



recommendations from the Health Care Provider that assist with the development of an appropriate accommodation plan. The medical documentation is only necessary so that the DPM can verify the existence of a condition that impacts job performance and determine whether the requested accommodation can be effective. In some cases, the Health Care Provider can clarify what kind of accommodation is recommended (necessary).

2. When requested by the DPM, the employee shall provide adequate medical documentation from the Health Care provider to the DPM who then will review the information and assist Agency management with making informed decisions in the development of an appropriate accommodation plan. (The documents provided by the requesting individual that contain his/her medical information are secured and maintained by the DPM according to the provisions of the Federal laws and regulations governing confidentiality and are not shared with agency management; rather, the DPM shares [verbally] only enough of the individual's medical information with the management deciding official(s) so that they can make informed decisions when considering the employee's accommodation request.) The suggestions and recommendations from the Health Care Providers are helpful to the process of developing an appropriate accommodation plan in response to the employee's request in addition to providing confirmation of the employee's disability.
3. When the need for accommodation is obvious (the disability is obvious), the requesting individual may still be asked by the DPM to provide medical information from their Health Care Provider in order to assist in the process of developing an appropriate plan.
4. To facilitate effective answers to the above, the DPM may request that the supervisor or manager provide copies of a current position description that defines essential functions, performance standards and any other information that clearly explains the duties of the position.
5. The DPM may request additional documentation if what is submitted is insufficient for the agency to make a determination about the accommodation or the appropriate accommodation to provide in response to the employee's request.
6. The DPM may seek the assistance of the Agency's contract Medical Consultant to clarify the medical situation of the requesting individual when the medical documentation provided is unclear or raises additional questions about the employee's health issues related to the requested accommodation. This process is facilitated by the requesting employee signing a limited medical release of information authorizing the Agency's Medical Consultant to communicate about the requesting individual's situation and accommodation request with the employee's Health Care Provider for this purpose only.

7. The Agency will consider the requesting individual's failure or inability to submit requested medical documentation in determining whether to approve the request. Failure to provide sufficient documentation or to cooperate in efforts to obtain reasonable documentation may result in a denial of the request.
8. If the employee or applicant provided insufficient documentation to substantiate the existence of a disability and the need for accommodation, the Agency may request that the employee or applicant undergo a job-related medical examination at Agency expense. Failure to comply with the Commission's request that the employee or applicant undergo a medical examination at Agency expense may result in the denial of the accommodation request.

#### **E. Confidentiality Requirements Regarding Employee Medical Information in the Accommodation Process**

Under the Rehabilitation Act, medical information obtained in connection with the accommodation process must be kept confidential. This means that all medical information, including information about functional limitations and accommodation needs, obtained by the Agency in connection with a request for accommodation, must be kept in files separated from the individual's Official Personnel File. It also means that any FEC employee who directly or indirectly receives such information is strictly bound by these confidentiality requirements. Confidentiality applies to all aspects of the accommodation process.

**Personal medical documentation provided in response to a request by the DPM is not shared with Agency management. The process requires Agency management to have enough information about the employee's health issues to be able to make informed decisions about the accommodation that is to be provided to the employee. This is accomplished in conversation between the DPM and Agency management without sharing the employee's medical documents.**

**The DPM maintains custody of all medical records obtained or created while processing employee requests for accommodation.**

All records will be maintained and disclosed in accordance with the Rehabilitation and Privacy Acts.

#### **F. Approval Process of Requests for Accommodation**

The employee's immediate supervisor, in consultation with the DPM and next level supervisor, is responsible for approving accommodation requests and determining whether the request results in an undue hardship.

Agency managers and senior leadership are encouraged to approve accommodation requests that will not result in an undue hardship as defined in these procedures. Examples of typical requests for accommodation where "undue hardship" is not an issue include:

- Where no cost is involved; and,
- Where the supervisor and the employee are in agreement as to the accommodation (e.g., rearrangement of office furniture, approval of a schedule change, etc.).

When a supervisor or selecting official recommends approval of an accommodation and the approved accommodation involves cost (e.g., the procurement of an assistive device or item of furniture), the management official should contact the DPM. A coordinated effort involving the DPM, the Admin Manager, the OCFO, the OCIO and the affected office/employee will occur to determine whether and/or how an appropriate accommodation can be provided. Whether the employee's accommodation is approved or denied, the employee must be notified in writing of the decision. If approved, the notice must contain a description of the parameters of the accommodation to be provided. If denied, the notice must advise the employee of the denial and the reason(s) for the denial. It must also provide the employee with information about their appeal rights and the option for engaging in the EEO Complaints process.

The Agency's accommodation records reflect when an employee's accommodation request has been received, when it has been either approved or denied, and by whom, and if an alternate accommodation has been provided, when and by whom. All of these records are maintained by the DPM.

#### **G. Funding for Employee Requests for Accommodation**

During Fiscal Year 2013, funding for Agency employee requests for accommodation was centralized and overseen by the DPM with assistance from the Office of the Chief Financial Officer (OCFO). Centralized funding for employee requests for accommodation ensures consistency of the process throughout the Agency and consistency in the accommodations that are provided to requesting individuals. The DPM will, with the collaboration and oversight of the EEO Director, administer this aspect of the Agency's accommodation program.

#### **H. Interim Measures**

If a delay occurs or is anticipated during the interactive process and evaluation process, the employee's supervisor or the selecting official must explore, in consultation with the DPM and the individual with a disability, whether temporary measures can be taken to assist the employee. These measures should be taken while waiting, for example, for necessary adaptive equipment or other necessary measures. Addressing an interim accommodation is often discussed in the interactive process when a delay is expected and has the additional benefit of keeping the employee informed about the delay and when the Agency expects to provide the requested accommodation.

## **I. Confidentiality**

Information about an employee's accommodation must be kept strictly confidential. For example, when an accommodation has been established for an individual with a disability that results in some flexibility outside of established guidelines (use of leave, telework, flexible schedule, etc.), supervisors and/or managers may not discuss these arrangements with other staff. The exceptions to that general rule are that information may be disclosed as follows:

- to supervisors and managers for necessary work restrictions or who may, or whose work may, be affected by the employee's accommodations;
- to individuals involved in making decisions about reasonable accommodations;
- where necessary for emergency treatment;
- to officials investigating compliance with the Rehabilitation Act;
- for workers compensation and insurance claims.

The DPM ensures the confidentiality of the accommodation process. It is important that any other individuals that become involved in the review of an accommodation request (for the specific reasons noted above) not be involved in processing any EEO complaint related to the request.

## **J. Reassignment**

The Agency must consider reassignment for a non-probationary employee if it determines that no other reasonable accommodation will permit the employee to perform the essential functions of his or her current position.

Reassignment is the "accommodation of last resort." An employee must be considered for reassignment to a vacant position if such a position exists and the position is equal to the employee's current position in terms of pay, status, etc., or as close as possible to being equal. Vacant means that the position is available or will become available within a reasonable time. The position need not be a promotion, nor is the Agency required to create a position. Additionally, the employee must be qualified for the new position (but does not have to be among the best qualified), and if qualified, must be reassigned to the position.

In the absence of a position at the same grade or level, an offer of reassignment to a vacant position, for which the individual is qualified, at the highest available grade or level below the employee's current grade or level is required. The availability of such a position does not affect the employee's entitlement, if any, to disability retirement.

**Please note that a reassignment that would violate a collectively bargained seniority system is generally not considered to be reasonable.**

#### **K. Tracking System for Employee Requests for Accommodation**

The Agency is required to track employee requests for accommodation and the DPM maintains a system of records to track the processing of each employee request for accommodation, from initial contact to the establishment of an accommodation plan or other result.

The DPM maintains all reasonable accommodation case files and related documents to include the requesting employees' medical information if provided during the process. The confidential maintenance of the medical information received is in compliance with applicable laws and regulations. As previously stated, supporting documentation, specifically relating to medical information, must not become part of an Official Personnel File. The decision maker must forward all records involving reasonable accommodation requests (including any employee medical information provided) to the DPM for storage and maintenance. The tracking system will contain the following data:

1. The number of accommodations, by type, that were requested in the application process and whether those requests were granted or denied;
2. The jobs (occupational series, grade level, and Agency component) for which reasonable accommodations were requested;
3. The types of accommodations that were requested for each of those jobs;
4. The number of accommodations, by type, for each job, that were approved, and the number of accommodations, by type, that were denied;
5. The number of accommodations, by type, that related to the benefit or privileges of employment, and whether those requests were granted or denied;
6. The reasons for denial of requests for accommodation;
7. The amount of time taken to process each request for accommodation; and,
8. The sources of technical assistance that have been consulted in trying to identify possible accommodations.



#### **L. Denial of Request for Accommodation (Please Section V. E. above.)**

Denial of a request for accommodation must be in writing and specifically explain the reason(s) the request was denied. Some examples of reasons for the denial include (but are not limited to):

- Why the medical documentation is inadequate to establish that the individual has a disability or needs accommodation;
- Why the requested accommodation would not be effective; or,
- Why the accommodation would pose an undue hardship.
  
- In the written denial notice (just as it is in a written approval notice), the requesting employee is informed who, specifically, is the Deciding Official in the process. A Deciding Official could be any supervisor in the employee's chain of command (i.e., the immediate or second level supervisor or the Director of the Office in which the employee works).

**All denials of requests for accommodation must include information regarding appeal rights.**

All materials related to an employee's accommodation request, including a copy of the accommodation request and response, and any related documents, must remain on file in the DPM's records of accommodation requests for the duration of the requestor's employment.

#### **M. Appeal Rights**

An employee or applicant may file an EEO complaint with the FEC's EEO Office if he or she is not satisfied with the accommodation decision or if the accommodation is not implemented. The applicant must contact the EEO Office within 45 days of when he/she becomes aware of the accommodation decision or the failure to implement the accommodation decision. Voluntary, informal dispute resolution is encouraged to allow the parties to resolve disagreements and to obtain prompt reconsideration of denials. Please see the EEO Office's brochure entitled "Complaint or Dispute Resolution Options for FEC Employees" for detailed information about appeal options for both bargaining unit and non-bargaining unit employees.

#### **N. Resources**

- a. [www.eeoc.gov](http://www.eeoc.gov)
- b. Management Directive 715 (October 1, 2003)
- c. The Americans with Disabilities Act of 1990 (ADA)
- d. The ADA Amendments Act of 2008 (ADAAA)

- e. The Rehabilitation Act (Section 501 applies the employment nondiscrimination standards of the ADA (Title I) to Federal government employees.)
- f. Revised Enforcement Guidance: Reasonable Accommodation and Undue Hardship Under the Americans With Disabilities Act (October 17, 2002)
- g. EEOC Enforcement Guidance: Disability Related Inquiries and Medical Examinations of Employees Under the Americans with Disabilities Act (July 27, 2000)
- h. Executive Order 13164 Requiring Federal Agencies to Establish Procedures to Facilitate the Provision of Reasonable Accommodations (July 26, 2000)
- i. EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation (October 20, 2000)
- j. Job Accommodation Network (JAN) – [askjan.org](http://askjan.org)
- k. Computer/Electronics Accommodation Program (CAP) - <http://www.cap.mil/>

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<sup>i</sup> However, **the ADAAA emphasizes that “the primary object of attention should not be on the definition of disability but rather on whether the individual can be accommodated absent undue hardship”** and not on the issue of whether the requesting employee is or is not determined to be a “qualified individual.”

<sup>ii</sup> Accommodation decisions will be handled on a case-by-case basis across supervisory chains. In order to expedite the process, decision making will begin with the direct (1<sup>st</sup> level) supervisor, but may also involve other higher level officials in the same supervisory chain (as appropriate), to ensure that the proper action is taken regarding an accommodation request.

## TAB 3.6

### Alternative Dispute Resolution Policy & Procedures

**Attached –  
Alternative Dispute Resolution Procedures  
under revision per  
Technical Feedback Meeting of  
5/22/19**

**Draft to EEOC anticipated to be submitted  
before end of FY'19**

## **Equal Employment Opportunity Alternative Dispute Resolution Policy and Procedure for Employees of the FEC (approved by EEOC on 3/21/13)**

It is the policy of the Federal Election Commission (FEC or Commission) to ensure that Alternative Dispute Resolution (ADR) is available to all employees and utilized to the maximum extent that is practicable and appropriate to resolve Equal Employment Opportunity (EEO) related employment disputes as quickly as possible and at the lowest possible level. The Commission is committed to ensuring that appropriate consideration is given to the use of ADR whenever it offers possibilities for reaching agreements which are fair, cost-effective, and supportive of the relationships needed for mission effectiveness.

The Commission is aware of the contributions which effective ADR programs can make to organizational efficiency and effectiveness. ADR will be implemented at the FEC using a mediation model. The collaborative resolutions created through this process often results in agreements and understandings which improve relationships and performance. The Commission's program is voluntary, efficient, expeditious, cost effective, while retaining the legal and administrative due process rights of the participants involved.

The Commission views mediation as a highly desirable alternative to the use of standard complaint procedures which may strain relationships and divert resources from the accomplishment of our important mission. The Commission has successfully implemented ADR techniques to informally resolve EEO disputes for many years. The effective use of ADR to resolve EEO disputes is seen as a major management goal for the FEC. This policy sets forth the authority, requirements and procedures for the implementation of the Commission's ADR Program. All managers, supervisors and employees are encouraged to support the accomplishment of this goal and fully participate in the ADR program and process.

### **Section 1: Purpose and Authorities:**

- A. This policy implements the provisions of the United States Equal Employment Opportunity Commission (EEOC) Management Directive 715, Part II (E) which requires Federal agencies to establish and maintain ADR programs in a manner that will ensure appropriate use and obtain full participation of supervisors and managers in the ADR process.
- B. The policy sets forth specific goals/mission of the FEC EEO ADR program; the rights and responsibilities of the Commission and all participants of the ADR process; and the procedures for using the ADR process to resolve disputes involving allegations of discrimination subject to the EEO complaints procedures.
- C. This policy references the following regulatory authorities:



1. Public Law 104-320, Administrative Dispute Resolution Act of 1996 (110 Stat.3870).
2. Title 29, Code of Federal Regulations §1614.102 (b)(2), §1614.105 (f) and §1614.108 (b), EEOC Processing, current edition.
3. EEOC Management Directive 110, Chapter 3 (ADR) and Appendix H, (EEOC Notice- ADR) November 9, 1999.
4. EEOC Management Directive 715 Part II (E), October 1, 2003.

## **Section 2: Scope**

The primary purpose of the FEC EEO ADR Program is to provide an alternative structure for resolving allegations/complaints of discrimination, employee and other employment related disputes and conflicts in a manner that is expedient, cost effective and collaborative. The focus of the process is upon resolution of the issues involved in the dispute as quickly as possible and at the lowest level in the organization at which the resolution can take place. The implementation of the ADR program which encourages the resolution of disputes and complaints is an FEC strategic management goal. The program makes ADR available at any and every stage of the EEO complaints procedure. (**See FEC EEO Complaints Policy**)

### **The goals of the program are to:**

- a. Maximize possibilities for the collaborative informal resolution of disputes.
- b. Reduce the costs and time-frames associated with the standard procedures for processing allegations and complaints of discrimination.
- c. Prevent the escalation of disputes into multiple complaints of discrimination.
- d. Prevent the unnecessary escalation of disputes of entities outside of the FEC or to the courts.
- e. Create stronger relationships and enhance overall morale through the process of collaborative problem solving and decision making.
- f. Assist employees at all levels in developing the skills needed to prevent and manage disputes and conflicts in a constructive manner.
- g. Increase the confidence of employees and managers in the EEO process.

## **Section 3: Procedures**

### **A. Selection of Dispute**

The Commission's ADR Program will be managed by the EEO Director. The selection of disputes for processing under the ADR Program will be based primarily upon the extent to which the EEO Director believes that the dispute can be resolved through the ADR process and that it would be in the best interest of the agency to do so. The issues to be considered for ADR will be determined on a case-by-case basis taking into consideration such factors as

the nature of the case, the relationship of the participants, the size and complexity of the case and the relief sought. The following conditions are factors which weigh against acceptance of a dispute for ADR.

- (1) The employees or other individuals in the dispute are not willing to explore resolution possibilities, participate fully in the process or demonstrate a good faith effort in support of the resolution.
- (2) The FEC lacks the authority or the discretionary latitude to alter or expand upon decisions which have already been made.
- (3) It would not be in the best interest of the agency to explore additional resolution possibilities.
- (4) There is no reason to believe that ADR would be effective in bringing about resolution.
- (5) Class action complaints are involved.
- (6) ADR may not be appropriate for, and need not be accepted by the FEC, in every workplace dispute. Examples of instances in which ADR may not be appropriate include but are not limited to: if adjudication may be needed for precedential value; if the ADR process might not be safe for the parties (if the complainant alleges conduct that is violent in nature); or if the issues are subject to an ongoing criminal or similar investigation. However, an agency decision that ADR is not appropriate should be the exception, not the rule, and should be based on significant reason, such as in the examples above. A Commission decision not to engage in ADR, or not to make ADR available for a particular case, or failure to provide a neutral cannot be made the subject of an EEO complaint.

## **B. Participation**

ADR is a voluntary process. The individuals who are participants to the dispute may opt in or out of participation of the process when offered the opportunity to do so by the EEO Office. When the offer is accepted, the managers and supervisors involved in the dispute will be held responsible for participating in the process in a manner that fully supports the accomplishments of the Commission's ADR program goals.

- (1) ADR can occur at any time and any stage in the EEO complaints process.
- (2) Employees and individuals who are participants to the dispute may refuse to participate in the process.
- (3) A participant may be represented by any person of his or her choosing throughout the process.
- (4) FEC managers, supervisors and officials involved in the disputes are required to participate in good faith once the dispute has been accepted for ADR.

- (5) The EEO Director may terminate the process if any of the employee participants to the dispute should fail to cooperate or demonstrate a good faith effort towards resolution of the dispute.
- (6) The employee participant(s) to the dispute may terminate the process at any time within the prescribed timeframes without a loss of rights.
- (7) Participants have 7 days to make a decision to select ADR after being advised of their rights during the initial EEO Counseling interview.

### **C. Selection of the Mediator**

The EEO Director is responsible for the selection of the mediator. A range of considerations which include the complexity and sensitivity of the issues in the dispute, the impact of the dispute upon the organization and relationships among the individuals involved will be applied in making the selection. The mediator should possess knowledge of basic EEO and human resources concepts, as well as skills and abilities in mediation techniques. All mediators will be selected from among certified mediators participating in the federal government shared neutral program. All mediators will be selected from outside the agency to prevent any type of conflict of interest from occurring.

### **D. Confidentiality**

- (1) Confidentiality in ADR sessions is intended to allow parties to candidly discuss their interest in order to reach the best possible resolution, without fear that statements made during ADR will later be used against them. Confidentiality provides protection from disclosure to individuals outside of an ADR session of information discussed or presented during an ADR session. Confidentiality also provides the assurance that the mediator will not disclose to one party of the ADR session, information shared in confidence by another participant, unless the disclosing participant specifically authorizes disclosure during the mediation.
- (2) Because of confidentiality in mediation, no documentation or record of deliberations during the proceedings will be maintained. Information, including resolution options, discussed during or specifically prepared for ADR proceedings may not be introduced as evidence in subsequent hearings or other legal proceedings, except as permitted under the ADR Act. In no event will a mediator serve as a witness in subsequent administrative or court actions involving their assigned complaint. Prior to the beginning of any ADR proceedings, the parties will agree not to call the mediator as a witness.
- (3) Nothing said or done during the attempts to resolve the dispute through ADR can be made the subject of subsequent EEO complaints including the decision not to participate in or to withdraw from ADR. Exemptions to this confidentiality clause

- may apply in instances by either participant for threats or imminent physical harm or incidents of actual violence that may occur during the mediation.
- (4) There is no requirement that a settlement must be confidential.

## **E. Resolution**

ADR supports the discrimination complaints process. Resolutions agreed to by the participants during the process are fully enforceable.

- (1) The Commission will make available a management official with settlement authority during the ADR process
- (2) The terms of a resolution must be in writing and signed by both participants. The agreement must state the terms of the resolution and the procedures available in the event that the agency fails to comply with the terms of the resolution.
- (3) Written agreements must comply with EEOC's Enforcement Guidance on non-waivable employee rights under the EEOC enforced statutes.
- (4) If either participant alleges breach of the agreement, the EEO Director will make appropriate inquiries and will determine whether opening of the EEO complaint is appropriate or if any administrative resolution of the alleged breach is feasible. The complainant must notify the EEO Director, in writing, of the alleged noncompliance with the settlement agreement or final decision within 30 days of when the complainant know or should have known of the alleged noncompliance. The agency will then make a determination on the breach claim. If the agency fails to do so before the 35-day period has expired, then the complainant may appeal to the EEOC. 29 C.F.R. § 1614.504(b), if the complainant is not satisfied with the agency's attempt to resolve the matter, the complainant may appeal to the EEOC for a determination. The complainant may file an appeal 35 days after serving the agency with the allegations of noncompliance, but must file an appeal within 30 days of receiving the agency's determination. Note: These procedures do not limit the right of either party to initiate a breach of contract action for violation of a signed settlement agreement that has been ratified by the Commission.
- (5) If the complaint is based upon age, then the settlement agreement must conform to the Older Workers Benefit Protection Act of 1990 (OWBPA). The agency reserves the right to ask an employee to waive his or her rights or claims under the Age Discrimination in Employment Act (ADEA) in the settlement of an ADEA mediation. However, the ADEA, as amended by OWBPA, sets out specific minimum standards that must be met in order for a waiver to be considered knowing and voluntary and, therefore, valid. Among other requirements, a valid ADEA waiver must:
  - Be in writing and be understandable

- Specifically refer to ADEA rights or claims
- Not waive rights or claims that may arise in the future
- Be in exchange for valuable consideration
- Advise the individual in writing to consult an attorney before signing the waiver, and
- Provide the individual at least 21 days to consider the agreement and at least seven days to revoke the agreement after signing it.

## **F. Responsibilities**

### **(1) Commission**

The FEC is committed to meeting the criteria for Model Agencies set forth in MD-715 which requires agencies to:

- a. Establish and encourage the widespread use of a fair ADR program that facilitates the early, effective, and efficient informal resolution of disputes;
- b. Appoint a senior level official to implement a comprehensive ADR program that will include an appropriate range of employment-related disputes;
- c. Ensure that managers and supervisors at all appropriate levels will participate in the ADR process;
- d. Evaluate managers and supervisors on their efforts to meet these requirements;
- e. Provide training and assistance needed to enable managers and supervisors to meet their responsibilities under these requirements.

### **(2) ADR Manager**

The FEC designates the EEO Director as its ADR Manager, responsible for overseeing the process and ensuring that the requirements of the ADR program are met and that managers, supervisors and employees are provided with any needed training or assistance. The EEO Director is responsible for:

- a. Developing and issuing policy and FEC guidance on use of ADR and evaluating agency ADR efforts;
- b. Coordinating ADR activities, including maintaining a list of mediator resources;
- c. Ensuring that all employees are aware of, have access to, and are encouraged to use ADR programs; and
- d. Reporting annually on the ADR program and usage.

### **(3) The Management Designee**

The Management Designee is the FEC management official appointed to participate on the Commission's behalf during the ADR proceedings. The Management Designee has the authority to resolve the dispute by entering into a settlement agreement. The Responsible Management Official (RMO) or the agency official directly involved in the case will not in any manner serve as the management official with settlement authority. The RMO may



negotiate on behalf of the agency at ADR proceedings, however, any settlement agreement reached at such proceedings are subject to approval by another agency official with final settlement authority.

(4) The EEO Counselor

The EEO Counselor has the responsibility to provide information and assistance in the EEO complaints process, including notifying aggrieved individuals of their rights and offering the choice between ADR and EEO counseling.

(5) The Mediator

The Mediator is the independent 3<sup>rd</sup> party who established ground rules for the ADR proceeding and conducts the process consistent with EEOC core principles and legal requirements. The Mediator prepares any settlement agreement and obtains the signatures of the parties.

(6) The Representative

Any party may have a Representative who serves their interests in the ADR process and cooperates in developing and presenting information relevant to the allegation, recommendations, and solutions. There is no requirement for representation.

## **G. Definitions**

- (1) Alternative Dispute Resolution (ADR) is the process of bringing the participants in a dispute involving the FEC together under the guidance of a neutral “third party” who will use a combination of fact gathering, facilitation and mediation techniques to mediate a resolution of the dispute.
- (2) Dispute is a conflict between one or more individuals and the FEC involving issues which are within the decision making authority of the FEC.
- (3) Participants are the individuals who are in conflict.
- (4) Conflict is any disagreement, discord, argument, complaint, or legal action, as well as the circumstances leading up to it.
- (5) Disputed issue is the specific decision, action, practice, policy or interaction upon which the dispute is based.
- (6) Mediator is the neutral individual assigned by the FEC to mediate resolution of the dispute. The neutral has not personal interest in the outcome of the conflict, and performs the neutral duties impartially and without bias.
- (7) Mediation is an interest based ADR process in which a third party neutral (the mediator) meets with two or more participants who have a conflict, facilitates discussions, and assists the parties in reaching a mutual resolution of their differences. The mediator does not have decision-making authority; resolution rests with the parties.
- (8) Resolution is an enforceable agreement between the FEC and the individuals involved in the dispute which effectively resolves the matter in a manner that satisfies

all applicable legal and regulatory requirements. Resolution consists of the terms of which participants in conflict agree that results in the total or partial end or closure of a conflict, complaint, grievance, appeal, or litigation.

## **H. Processing Steps**

The offer of ADR may come at any time and at any stage in the EEO discrimination complaints procedure. Either the individual or the Commission may request ADR. The EEO Director will review the request and determine whether or not ADR would be appropriate. If both parties agree to participate, a mediator is assigned and the matter will be handled in general conformance with the following steps.

Step 1: Upon receiving the ADR request, the EEO Director will acknowledge receipt to the requestor, review the case for appropriateness, consult the other party regarding willingness to participate and determine whether to proceed with ADR.

Step 2: If appropriate and all participants agree to participate, the EEO Director will secure the services of a mediator to conduct the ADR effort.

Step 3: The mediator will review the file and plan an approach to conducting the mediation. Because each case is unique and may arrive at the mediation process at any time the history of the dispute, the mediator will individualize the process to provide the maximum opportunity for effective and timely resolution.

Step 4: The EEO Director will notify all parties to the dispute of the name of the mediator and the requirements for their good faith participation in the process. The EEO Director will coordinate with the parties and the mediator to schedule a time and place for the mediation.

Step 5: The mediator will conduct the ADR process. The EEO Director will provide support and assistance to the mediator with respect to scheduling, document production and the preparation and finalization of resolution agreements.

Step 6: When ADR is success and an agreement is reached, the terms of the agreement will be reduced to writing by the mediator and signed by the participants, including the Management Representative. If no agreement is reached, the individual will be notified in writing of their rights and responsibilities under EEO complaint process.

## **Section 4: ADR Rights and Responsibilities**

- (a) Decisions to use ADR may be made at any point during the EEO complaints process. When such decisions are made, the complaints procedure will be suspended until the ADR process has been completed.
- (b) Resolution through the ADR process will satisfy the conditions for informal resolution under the discrimination complaints procedure.

- (c) A failure to achieve resolution through the ADR process allows the complaining party to return to that point in the discrimination complaints process where the complaint was suspended in order to begin the ADR process. Time expended during the ADR effort will not be applied to the mandatory time frames for processing EEO complaints. Efforts at mediation should be completed within a 90 day time frame.
- (d) An individual with authority to fully resolve the matter on behalf of the Commission should be in attendance at the mediation. If that is not possible, an individual with authority to negotiate on behalf of the agency should attend the ADR proceeding, and should have access to an individual with authority to fully resolve the matter on behalf of the Commission.
- (e) Agreement to resolve a dispute will be voluntary for all participants of ADR. Participants involved with ADR are expected to participate in good faith. Once the EEO Director offers ADR, management officials are expected to approach the matter in a thoughtful manner and in a cooperative spirit as part of their management role and responsibilities.
- (f) Participants are entitled to be accompanied, represented, and advised by a personally chosen representative in ADR proceedings.
- (g) The use of ADR shall not adversely affect the rights of individuals to seek resolution of their issues through the established complaint, grievance, and appeal system, provided established time frames in each system are otherwise met.
- (h) No employee shall commit, authorize, or condone any retaliation against any employee or customer because of the pursuit of or participation in ADR.
- (i) The Commission will make available training and educational services designed to promote effective conflict management. These shall include explanations of available ADR services and employees' responsibilities relating to ADR participation.
- (j) Although the EEO ADR program is designed to address disputes arising under statutes enforced by the EEOC, the program has sufficient latitude for the parties to raise and address both EEO and non-EEO issues in the resolution of disputes. However, if the resolution of the matter is unsuccessful in ADR, non-EEO issues and issues not brought to the attention of the EEO Counselor cannot be included in the formal complaint unless the issue is like or related to issues discussed in EEO Counseling.

## **Section 5: Administration**

- (a) Program Costs, The FEC is responsible for the ADR program costs. Mediators will be obtained through agency resources. The costs associated with conducting ADR proceedings and settlement agreements will be paid out of agency funds, subject to the limitations of law.
- (b) Record keeping, The EEO Director will collect Federal complaints processing data pursuant to the agency's obligation to report EEO activity to the EEOC. The

Commission will maintain a record of ADR activity for annual reporting to the EEOC on Form 462 no later than October 31<sup>st</sup> of each year.

- (c) Confidentiality, Mediators shall ensure confidentiality of all ADR proceedings, including destroying all written notes taken during the ADR proceedings or in preparation for the proceedings.
- (d) ADR files, written notification of rights and responsibilities, reports of the mediator and other records of the process will be stored in files separate from those in a formal complaint. No information obtained during the ADR proceedings will be available for use in formal complaint proceedings, except for information obtained through legitimate discovery procedures or other compulsory processes; the written resolution agreement, if any; a statement that ADR was attempted and failed, when appropriate, and a chronological record of the actions taken by the EEO Director.

### **Section 6: Program Training**

The Commission will provide appropriate training and education on ADR to its employees, managers and supervisors, neutral and other persons protected under applicable laws. ADR training will include:

- 1. ADR Act and its amendments, with emphasis on the government's commitment to ADR.
- 2. EEOC regulations and policy guidance,
- 3. Commission's ADR policy and procedure,
- 4. ADR core principles, including methods and techniques of mediation; and
- 5. Drafting the settlement agreement.

### **Section 7: Program Evaluation**

The evaluation component will assist in determining whether the ADR program has achieved its goals and will provide feedback on how the program might be made more efficient and achieve better results. The program shall be evaluated at least once per year to ensure that the agency is in compliance with MD-110, Chapter 3, Section VII(C).

The EEO Director will use appropriate data collection and analysis tools (e.g. interviews, questionnaires, survey feedback, focus groups, etc.) as well as ADR results, in order to determine the overall efficiency and effectiveness of ADR as a method of facilitating EEO complaint processing based upon:

- 1. Participation/Satisfaction
- 2. Employee and management awareness
- 3. Compliance with settlement agreements
- 4. Efficiency measures (speed, cost, reduced complaints inventory)

5. Improvements in post-complaints climate and employee morale

Questions regarding this policy should be directed to the FEC EEO Director at (202) 694-1228. Agency informal ADR (Conflict Coaching) in addition to any other attempt at resolution may not modify/replace LMA/EEOC/MSPB complaints process.



## TAB 3.7

### Personal Assistance Services Policy & Procedures



FEDERAL ELECTION COMMISSION  
Washington, DC 20463

## **Procedures for Providing Personal Assistance Services (PAS) for Employees with Targeted Disabilities**

This notice prescribes the process for employees with targeted disabilities to obtain Personal Assistance Services (PAS) at the Federal Election Commission (FEC). On September 18, 2017, the Equal Employment Opportunity Commission (EEOC) issued the following statement:

*"As part of the agencies' obligation to engage in affirmative action, federal agencies are required by the new regulations to provide [PAS] to individuals who need them because of certain disabilities. PAS are services that help individuals who, because of targeted disabilities, require assistance to perform basic activities of daily living, like removing and putting on clothing, eating and using the restroom."*

<https://www.eeoc.gov/federal/directives/personal-assistance-services.cfm>

Pursuant to EEOC directives, beginning on January 3, 2018, the FEC will provide PAS to an individual if:

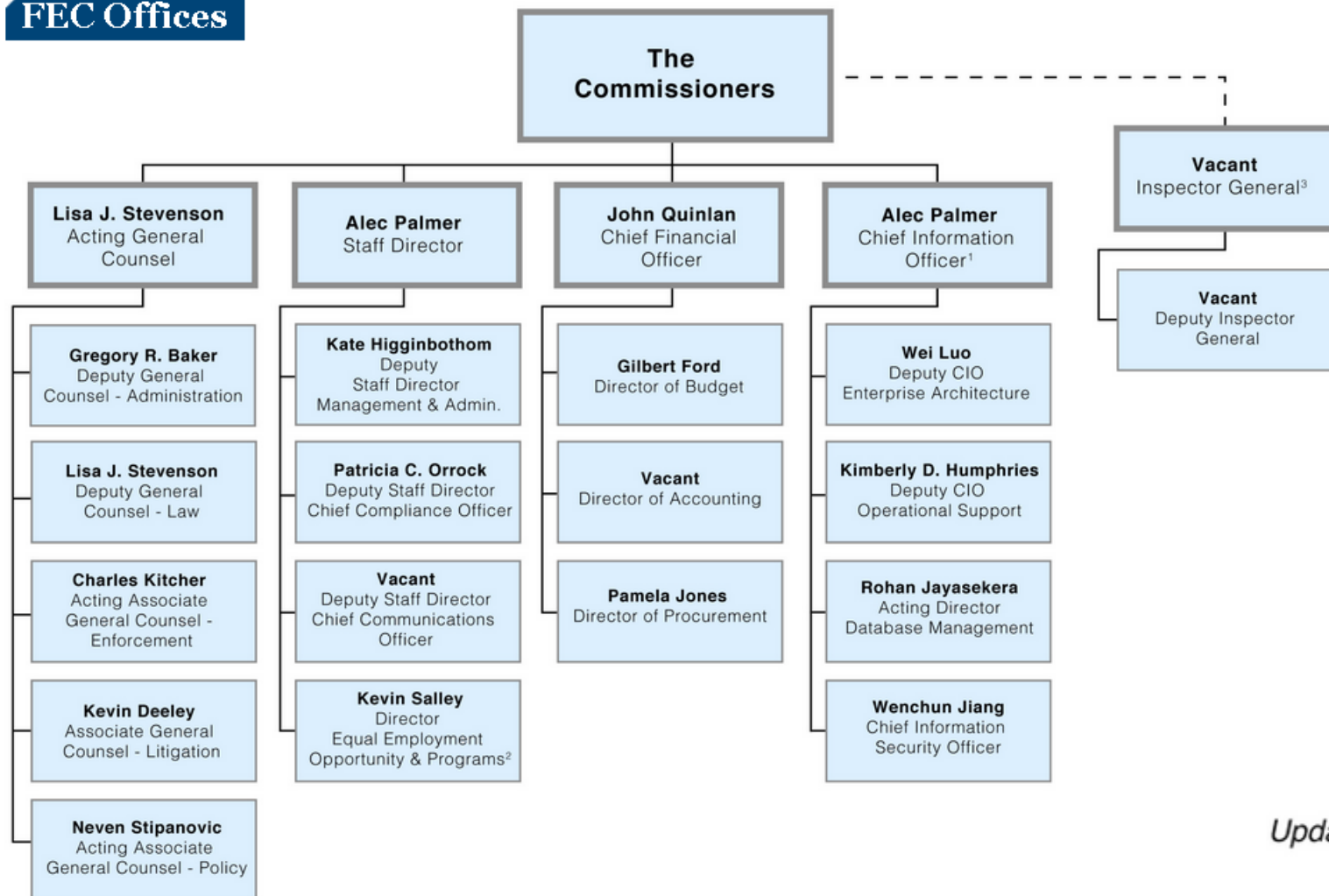
- The individual is an employee of the Agency;
- The individual has a targeted disability;
- The individual requires the services because of their targeted disability;
- The individual will be able to perform the essential functions of the job, without posing a direct threat to safety, once PAS and any required reasonable accommodations have been provided; and
- Providing PAS will not impose undue hardship on the agency.

Although distinguishable from requests for accommodation, requests for PAS will be initiated, processed and otherwise addressed in the same manner.

Please address any questions concerning this notice directly to: Cheryl Painter, Disability Program Manager, (202) 694-1646, or at: [cpainter@fec.gov](mailto:cpainter@fec.gov)

## TAB 4

### FEC Organization Chart



*Updated 03/25/19*

<sup>1</sup> The position of Chief Information Officer normally reports directly to the Staff Director who, in turn, reports to the Commission itself. At present, however, the same individual is serving in both the position of the Staff Director and the position of the Chief Information Officer, pursuant to an authorization by the Commission and based, in part, on an advance decision from the Comptroller General. Accordingly, the organizational chart reflects both positions—the Staff Director and the Chief Information Officer—as reporting directly to the Commission.

<sup>2</sup> The Director for Equal Employment Opportunity reports to the Staff Director on administrative issues but has direct reporting authority to the Commission on all EEO matters. See 29 CFR 1614.102(b)(4).

<sup>3</sup> The Office of the Inspector General (OIG) independently conducts audits, evaluations, and investigations. OIG keeps the Commission and Congress informed regarding major developments associated with their work.

## TAB 5

### FEC FY 2018—2022 Strategic Plan





# **Federal Election Commission**

**FY 2018-2022 Strategic Plan**

## EXECUTIVE SUMMARY

The Federal Election Commission's (FEC) Strategic Plan for Fiscal Years (FYs) 2018-2022 identifies the Commission's strategic objectives and provides a road map for meeting those objectives. It also describes current challenges facing the FEC and addresses future trends that may affect the achievement of the agency's goal.

The mission of the FEC is to protect the integrity of the federal campaign finance process by providing transparency and fairly enforcing and administering federal campaign finance laws. *The Federal Election Campaign Act* (FECA/the Act) reflects a belief that democracy works best when voters can make informed decisions in the political process—decisions based in part on knowing the sources of financial support for federal candidates, political party committees and other political committees. As a result, the FEC's first strategic objective is to inform the public about how federal campaigns and committees are financed. Public confidence in the political process also depends on the knowledge that participants in federal elections follow clear and well-defined rules and face consequences for non-compliance. Thus, the FEC's second strategic objective focuses on the Commission's efforts to promote voluntary compliance through educational outreach and to enforce campaign finance laws effectively and fairly. The third strategic objective is to interpret the *FECA* and related statutes, providing timely guidance to the public regarding the requirements of the law. The Commission also understands that organizational performance is driven by employee performance and that the agency cannot successfully achieve its mission without a high-performing workforce that understands expectations and delivers results. Consequently, the FEC's fourth strategic objective is to foster a culture of high performance in order to ensure that the agency accomplishes its mission efficiently and effectively.

In an average fiscal year, the FEC receives campaign finance reports, statements and other disclosure documents from more than 10,000 political committees and other filers. In FY 2017, the FEC received 82,136 campaign finance filings. Campaign finance reports filed during the year disclosed 107.7 million financial transactions, which were included in the FEC's campaign finance database. Campaign finance reports and statements filed electronically are made available on the FEC website upon filing, and reports and statements filed on paper with the FEC are placed on the FEC website within 48 hours of receipt. The Commission facilitates transparency in the federal campaign finance process through a state-of-the-art web-based disclosure system for all campaign finance activity, ensuring that the vast quantity of campaign finance data reported to the FEC is available to the public quickly and in a manner that is easy for the general public to sort, search and comprehend. The agency is committed to continuously improving its campaign finance disclosure database and the information and resources available to the public at [www.fec.gov](http://www.fec.gov).

Besides making campaign finance reports available to the public, the FEC works to ensure that the information disclosed is accurate and complete. The Office of Compliance's Reports Analysis Division (RAD) reviews an ever-increasing volume of information to track compliance with the law and to ensure that the public record provides a full and accurate representation of reported campaign finance activity. If RAD's review identifies an apparent violation or raises questions about the information disclosed on a report, RAD sends a Request for Additional Information (RFAI) to the committee, affording the committee an opportunity to take remedial action or correct the public record, if necessary. If the committee is able to adequately respond to the items noted in the RFAI, it may avoid an enforcement action. If not, and the issue meets RAD's thresholds (as approved by the Commission) for further Commission action, the agency has several tools available to it, such as the Administrative Fine Program, audits, the Alternative Dispute Resolution Program and the Office of General Counsel's traditional enforcement program.

Commission initiatives, Congressional action, judicial decisions, petitions for rulemaking or other changes in campaign finance law may necessitate that the Commission update or adopt new regulations. Consequently, the FEC undertakes rulemakings either to write new Commission regulations or revise existing regulations. The Commission also provides guidance on how the *Act* applies to specific situations through the advisory opinion process and represents itself in most litigation before the Federal district and appellate courts.

The FEC has exclusive jurisdiction over the civil enforcement of the federal campaign finance law. Following procedures set forth in the *FECA*, the Office of General Counsel's Enforcement Division investigates alleged violations of the law, recommends to the Commission appropriate action to take with respect to apparent violations and negotiates conciliation agreements, which may include civil penalties and other remedies, with respondents or their counsel to resolve the matter. If an enforcement matter does not resolve through conciliation during the administrative process, the Commission may authorize suit in district court, at which point the matter is transferred to the Litigation Division.

In order to promote compliance with the *Act*, the Commission devotes significant resources to the widespread dissemination of educational materials. The Commission has redoubled its efforts to ensure that it uses the most effective and current communication techniques and technologies to disseminate its educational and compliance information.

In order to meet these challenges, the FEC must maintain a workforce that is highly qualified to deliver the agency's mission effectively and efficiently. Managing effective human capital requires a strategic approach. Therefore, this strategic plan addresses the operational processes, skills and technology, and the human capital, information and other resources required to achieve the agency's objectives.

Administering and enforcing the *FECA* includes promoting public disclosure of campaign finance activity; providing information and policy guidance on the law and Commission regulations; encouraging voluntary compliance with *FECA* requirements; and fairly and vigorously enforcing the statute through audits, investigations and civil litigation. The Commission believes that this Strategic Plan, 2018-2022, provides a robust plan for the agency to meet the challenges ahead in all areas of its operations and to succeed in performing its mission.

## 1.0 MISSION STATEMENT

### 1.1 FY 2018 – 2022 FEC Mission

The mission of the Federal Election Commission is to protect the integrity of the federal campaign finance process by providing transparency and fairly enforcing and administering federal campaign finance laws.

### 1.2 Scope of Responsibilities

The FEC is an independent regulatory agency responsible for administering, enforcing, defending and interpreting the *Federal Election Campaign Act of 1971*.<sup>1</sup> The Commission is also responsible for administering the federal public funding programs for Presidential campaigns. This responsibility includes certifying and auditing all participating candidates and committees and enforcing the public funding laws.

To accomplish its legislative mandate, the FEC is directed by six Commissioners, who are appointed by the President with the advice and consent of the Senate. By law, no more than three Commissioners may be members of the same political party. Each member serves a six-year term, and two seats are subject to appointment every two years. Commissioners may serve beyond their six-year terms until new Commissioners are confirmed. The Chairmanship of the Commission rotates among the members, with no member serving as Chair more than once during a six-year term. The Commissioners are responsible for administering and enforcing the *Act* and meet regularly to formulate policy and to vote on significant legal and administrative matters. The *Act* requires at least four votes for the Commission to approve official actions, thus requiring bipartisan decision-making. The FEC has its headquarters in Washington, D.C. and does not have any regional offices.

Under the *Act*, all federal political committees, including the committees of Presidential, Senate and House candidates, must file reports of receipts and disbursements. In an average fiscal year, the FEC makes disclosure reports filed by more than 10,000 political committees and other filers, and the data contained in them, available to the public through the Commission's Internet-based public disclosure system, as well as in a public records office at the Commission's Washington, D.C. headquarters. The FEC also has exclusive responsibility for civil enforcement of the *Act*, and has litigating authority independent of the Department of Justice in U.S. district court and the courts of appeals. Additionally, the Commission promulgates regulations implementing the *Act* and issues

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<sup>1</sup>The Commission's primary responsibilities pertain to the *Federal Election Campaign Act of 1971*, Public Law 92-225, 86 Stat. 3 (1972) as amended (*codified at* 52 U.S.C. §§ 30101-30145) (formerly at 2 U.S.C. §§ 431-55) (the *Act* or the *FECA*). The Commission's responsibilities for the Federal public funding programs are contained in the *Presidential Election Campaign Fund Act*, Public Law 92-178, 85 Stat. 562 (1971) (*codified at* 26 U.S.C. §§ 9001-13) and the *Presidential Primary Matching Payment Account Act*, Public Law 93-443, 88 Stat. 1297 (1974) (*codified at* 26 U.S.C. §§ 9031-42).

advisory opinions responding to inquiries.

## **2.0 STRATEGIC GOAL**

### **2.1 FY 2018 – 2022 FEC Strategic Goal**

To fairly, efficiently and effectively administer and enforce the *Federal Election Campaign Act*, promote compliance and engage and inform the public about campaign finance data and rules, while maintaining a workforce that delivers results.

### **2.2 Strategic Goal Context**

Congress created the FEC to administer and enforce the *FECA*. The *Act* reflects Congress's efforts to ensure that voters are fully informed of the sources of candidates' financial support. Public confidence in the political process depends not only on laws and regulations to ensure transparency, but also on the knowledge that those who disregard the campaign finance laws will face consequences.

Disclosing the sources and amounts of funds used to finance federal elections is one of the most important duties of the FEC. The FEC provides the public with data concerning where candidates for federal office derive their financial support. Effective disclosure enables the Commission to fulfill its other responsibilities. The FEC relies on a robust IT infrastructure to fulfill the agency's responsibilities, and this infrastructure serves not only the FEC staff, but also the public. While the demands on the IT infrastructure peak around federal elections, the demands continue throughout the election cycle, just as the filing schedules continue throughout the election cycle. The agency is committed to providing accessible and user-friendly information to the public.

Voluntary compliance with the requirements of the *FECA* is also a focus of the Commission's efforts, and its educational outreach and enforcement programs are both designed to ensure compliance with the *Act's* limits, prohibitions and disclosure provisions. The FEC maintains a robust enforcement program to ensure that the campaign finance laws are swiftly and fairly enforced. Because of the large number of political committees and the growing number of financial disclosure reports filed with the FEC, voluntary compliance is essential to enforcing the requirements of the *Act*. Accordingly, the Commission devotes considerable resources to encouraging voluntary compliance through educational outreach programs directed to the public, the press, political committees and state election officials.

### **2.3 Consultation with Congress / Other Stakeholders**

As a first step in drafting the FY 2018-2022 Strategic Plan, the FEC conducted a comprehensive review of its past strategic planning activities and researched sources that could provide insight into ways the agency could improve upon these efforts. The Draft Strategic Plan was made available to the public for comment on the FEC website, and the FEC provided staff from the agency's House and Senate authorizing committees and Appropriations Subcommittees with the draft and solicited their feedback on the agency's proposed goal, objectives and strategies.



### 3.0 STRATEGIC OBJECTIVES

#### 3.1 FY 2018 – 2022 FEC Strategic Objectives

##### Objective 1:

Engage and Inform the Public about Campaign Finance Data

##### Objective 2:

Promote Compliance with the FECA and Related Statutes

##### Objective 3:

Interpret the FECA and Related Statutes

##### Objective 4:

Foster a Culture of High Performance

#### 3.2 Strategic Objective Context

##### Objective 1:

Engage and Inform the Public about Campaign Finance Data

The *Federal Election Campaign Act* requires accurate and comprehensive public disclosure by federal candidates and political committees of all contributions and expenditures. In an average fiscal year, the FEC receives campaign finance reports, statements and other disclosure documents from more than 10,000 political committees and other filers. In FY 2017, the FEC received 82,136 campaign finance filings. Campaign finance reports filed during the year disclosed 107.7 million financial transactions, which were included in the FEC's campaign finance database.

During FY 2018-2022, the Commission will facilitate transparency in the federal campaign finance system through a state-of-the-art, web-based public disclosure system for all campaign finance activity, ensuring that this vast quantity of campaign finance data is available to the public quickly and in a manner that is easy for the general public to sort and search. In addition to ensuring greater access to a larger quantity of campaign finance data, the FEC will also promote public engagement, usability and greater understanding of campaign finance data through targeted educational and communication initiatives.

## Objective 2:

### Promote Compliance with the FECA and Related Statutes

The Commission's statutory obligation is to administer, interpret and enforce the *FECA*, which serves the compelling governmental interest in deterring corruption and the appearance of corruption in financing elections. In doing so, the Commission must remain mindful of the First Amendment's guarantees of freedom of speech and association, and the practical implication of its actions on the political process.

Public confidence in the political process depends not only on laws and regulations to assure transparency and limits and prohibitions on the amounts and sources of contributions, but also on the knowledge that those who disregard campaign finance regulations will face consequences for non-compliance. In FY 2018-2022, the FEC will focus on administering fair, effective and timely enforcement and compliance programs.

Complementing the FEC's vigorous enforcement and compliance programs are the FEC's increased efforts to promote voluntary compliance. Because of the large and rising number of political committees and the ever-growing number of financial disclosure reports filed with the FEC, voluntary compliance is essential. Accordingly, the Commission will devote significant resources in FY 2018-2022 to encourage voluntary compliance through the widespread dissemination of educational materials related to campaign finance laws to the public, the press, political committees and to state election officials.

## Objective 3:

### Interpret the FECA and Related Statutes

The Commission responds to questions about how the *Act* applies to specific situations by issuing advisory opinions (AOs). In addition, Commission initiatives, Congressional action, judicial decisions, petitions for rulemaking or other changes in campaign finance law often necessitate that the Commission update or adopt new regulations.

Consequently, the FEC undertakes rulemakings either to write new Commission regulations or revise existing regulations.

The Commission represents itself in litigation before the federal district and circuit courts and before the Supreme Court with respect to cases involving publicly financed Presidential candidates. It also has primary responsibility for defending the *Act* and Commission regulations against court challenges. In addition, the *FECA* authorizes the Commission to institute a civil action in enforcement matters that cannot be resolved through voluntary conciliation.

## Objective 4:

### Foster a Culture of High Performance

The Commission understands that its greatest resource is its employees. Organizational performance is also significantly improved when internal management processes are efficient and effective. The Commission will take steps outlined in this plan to ensure that the agency's working environment promotes and supports the best efforts of its staff.

### 3.3 Strategies for Achieving Strategic Objectives

The strategic objectives described in Section 3.2 represent the FEC’s high-level performance commitments for FY 2018-2022. To distill those objectives into actionable next steps, the FEC has further enumerated strategic activities to be accomplished by FY 2022.

The FEC is committed to the successful completion of each strategic activity. The agency identified a leader for each activity, and heavily involved those leaders in defining and finalizing the strategic activities. Leaders will be required to provide the Commission with a brief on staff’s progress on the strategic activities on a quarterly basis.

#### **Objective 1: Engage and Inform the Public about Campaign Finance Data**

**Strategic Activity 1: Evaluate and improve existing procedures to ensure the timely processing of reports and disclosure data made available to the public.**

**Activity Description:**

The FEC will continue to review its procedures for processing and coding data received in campaign finance filings to improve the speed of data processing while maintaining its current high level of data accuracy.

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**Strategic Activity 2: Improve process for electronically filing campaign finance disclosure reports.**

**Activity Description:**

The FEC provides free electronic filing software to support political committees in reporting their campaign finance activity to the FEC. The Commission will improve the eFiling platform to allow greater operating system flexibility when generating filings for submission. The new eFiling platform will also improve the process for validating filings prior to acceptance and generate modern file outputs that will provide for more flexibility in accessing data, thus improving the agency’s performance in disclosing campaign finance data to the public. Visit <https://www.fec.gov/about/reports-about-fec/agency-operations/e-filing-study-2016/> for more information.

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## **Objective 2: Promote Compliance with the FECA and Related Statutes**

### **Strategic Activity 1: Hold instructional conferences, workshops and webinars.**

#### **Activity Description:**

One of the greatest strengths of the FEC's educational outreach program is that it gives the public the opportunity to speak directly with FEC Commissioners and senior staff members who set policy for the agency. The FEC will provide conferences and workshops that are comprehensive and cost effective for the public.

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### **Strategic Activity 2: Ensure staff have the tools and knowledge to provide excellent customer service to the media, the public, filers and other groups.**

#### **Activity Description:**

The FEC will implement customer service standards and tools for staff providing support to the public, ensuring that staff have the resources necessary to provide complete access to campaign finance guidance and data.

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### **Strategic Activity 3: Process cases in an efficient and accurate manner through each stage of the enforcement and compliance processes.**

#### **Activity Description:**

The Commission's statutory obligation is to administer, interpret and enforce the FECA, which serves the compelling governmental interest in deterring corruption and the appearance of corruption in financing elections. In doing so, the Commission must remain mindful of the First Amendment's guarantees of freedom of speech and association, and the practical implication of its actions on the political process. To meet this statutory obligation, the FEC strives to process cases timely and accurately, while making the best use of the Commission's limited resources.

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### **Strategic Activity 4: Timely inform committees of potential violations found in reviews of reports, providing consistent guidance for corrective actions.**

#### **Activity Description:**

The FEC works to ensure that the campaign finance information disclosed is accurate and complete. The Reports Analysis Division (RAD) reviews all reports to track compliance with the law and to ensure that the public record provides a full and accurate representation of campaign finance activity. If RAD's review identifies an apparent violation or raises questions about the information disclosed on a report, RAD sends a Request for Additional Information (RFAI) to the committee, affording the committee an opportunity to take remedial action or correct the public record, if necessary. If the committee is able to adequately respond to the items noted in the RFAI, it may avoid an enforcement action. If not, and the issue meets RAD's thresholds (as approved by the Commission) for further Commission action, the agency has several tools available to it, such as audits, the Alternative Dispute Resolution Program and the traditional enforcement program.

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### Objective 3: Interpret the FECA and Related Statutes

**Strategic Activity 1: Give timely and well-written advice to the Commission so that it can conduct and complete rulemakings and advisory opinions necessary to clarify the requirements of campaign finance laws.**

**Activity Description:**

The Policy Division of OGC works with Commissioners and staff from other divisions throughout the agency to draft Notices of Proposed Rulemaking (NPRMs) for Commission consideration. NPRMs provide an opportunity for members of the public to review proposed regulations, submit written comments to the Commission and testify at public hearings, which are conducted at the FEC when appropriate. The Commission considers the comments and testimony and deliberates publicly regarding the adoption of the final regulations and the corresponding Explanations and Justifications, which provide the rationale and basis for the new or revised regulations. Advisory opinions (AO) are official Commission responses to questions regarding the application of federal campaign finance laws to specific factual situations. The *Act* generally provides the Commission with 60 days to respond to an AO request. For AO requests from candidates in the two months leading up to an election, the *Act* provides the Commission with 20 days to respond to the request.

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**Strategic Activity 2: Defend the campaign finance laws and the Commission's regulations against legal challenges.**

**Activity Description:**

The Commission has primary responsibility for defending the *Act* and Commission regulations against court challenges. In addition, the *FECA* authorizes the Commission to institute a civil action in enforcement matters that cannot be resolved through voluntary conciliation. The Litigation Division of the Office of General Counsel represents the Commission in litigation before the federal district and circuit courts and before the Supreme Court with respect to cases involving publicly financed Presidential candidates. The Solicitor General represents the Commission before the Supreme Court in other cases.

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## **Objective 4: Foster a Culture of High Performance**

### **Strategic Activity 1: Recruit and maintain a diverse and high-performing workforce.**

#### **Activity Description:**

The FEC's greatest resource is its knowledgeable staff. To continue to improve the organization's performance, the FEC will increase its efforts to identify diverse and highly qualified recruits, and to maintain the current high performance of staff.

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### **Strategic Activity 2: Develop an Innovation Center.**

#### **Activity Description:**

The FEC will create a cross-functional group within the agency to develop and implement user-centered, evidence-based design solutions for meeting the agency's mission efficiently and effectively. The team will leverage technological advancements to improve the delivery of mission critical functions. This team will be tasked with harnessing the creativity and ideas of agency employees, and emerging technologies, to restructure systems, tools and processes, while building a 21<sup>st</sup> century IT infrastructure to better serve the American public.

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### **Strategic Activity 3: Develop a records management program in compliance with Presidential Directive requirements.**

#### **Activity Description:**

The FEC will develop a records management program in compliance with federal records management requirements. The program to preserve and disclose agency activities and decisions will increase efficiency and improve performance by eliminating paper and using electronic recordkeeping to the fullest extent possible.

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### **Strategic Activity 4: Implement strategic activities on time and within budget.**

#### **Activity Description:**

The FEC's focus on disclosure, voluntary compliance and education requires the agency to engage in new technological initiatives to increase data access and availability. As these initiatives represent a large allocation of the FEC's financial and human resources, the agency will closely monitor project schedules and budgets.

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### 3.4 Contributing Programs for Strategic Objectives

The Commission's statutory obligation is to administer, interpret and enforce the *Federal Election Campaign Act*, which serves the compelling governmental interest in deterring corruption and the appearance of corruption in financing elections. In doing so, the Commission remains mindful of the First Amendment's guarantees of freedom of speech and association, and the practical implication of its actions on the political process.

The Commission also administers the public funding of Presidential elections, as provided in the *Presidential Election Campaign Fund Act* and the *Presidential Primary Matching Account Act*. Through the public funding program, the Federal Government provides from the Presidential Election Campaign Fund: 1) matching funds to candidates seeking their party's Presidential nomination and 2) grants to Presidential nominees for their general election campaigns. The Presidential Election Campaign Fund is funded by taxpayers who voluntarily check off the \$3 designation for the Fund on their income tax returns.

Under the Presidential public funding program, the Commission 1) determines a candidate's eligibility to participate in the program, 2) certifies the amount of public funds to which the candidate committee is entitled and 3) conducts a thorough examination and audit of the qualified campaign expenses of every recipient of payments under the program.

The FEC's programs support the Strategic Objectives outlined in this plan, as described below.

#### ➤ **Objective 1: Engage and Inform the Public About Campaign Finance Data**

Providing a transparent system that timely and accurately discloses the reported sources and amounts of funds used to finance federal elections is one of the most important responsibilities assigned to the FEC by the *FEC Act*. The Commission relies heavily on its information technology systems to make financial reports filed by federal political committees easily and readily accessible to the general public, the media and academics. The Office of the Chief Information Officer is responsible for creating and maintaining a state-of-the-art electronic filing system to collect financial disclosure reports from federal candidates and political committees, as well as a campaign finance disclosure system that presents disclosure data that are easily searched, retrieved and understood.

The FEC is also committed to providing support and aid to the public in finding and understanding the vast store of data available on the FEC website. The Reports Analysis Division makes financial disclosure reports available to the public in a timely, efficient and useful manner, and processes and codes the data contained in campaign finance reports so that the information can be accurately organized, categorized and searched in the agency's databases. The FEC's Public Disclosure and Media Relations Division helps the public find and understand the campaign finance disclosure information available on the FEC website, answers media inquiries about campaign finance information and provides press releases that compile and disclose political fundraising and spending during each election cycle.

➤ **Objective 2: Promote Compliance with the FECA and Related Statutes**

The FEC has developed and implemented a number of programs intended to foster and maintain a high level of voluntary compliance. The agency strives to reduce the number of inadvertent violations by issuing clear guidance to the public through information and outreach activities, such as conferences, seminars and webinars, and compliance information available on the FEC website. The FEC hosts instructional conferences and webinars where Commissioners and staff explain the *Act's* requirements to candidates and political committees. These outreach activities specifically address recent changes in the campaign finance law and focus on fundraising and reporting regulations. The agency also maintains online resources to detail developments in the campaign finance law and Commission decisions and publishes a series of Campaign Guides and brochures written in plain language to help political committee representatives comply with the campaign finance laws. See <https://www.fec.gov/help-candidates-and-committees/>. The agency also maintains its own YouTube channel, which can be found at <http://www.youtube.com/FECTube>. The FEC's online instructional offerings include specific support for filers and general information for members of the public interested in learning more about the campaign finance process. Staff in the Information Division, Public Disclosure and Media Relations Division and the Reports Analysis Division (RAD) are also available by phone or via email to answer general questions about campaign finance requirements, questions about campaign finance data and inquiries about filing requirements and procedures. Filers can obtain the name and contact information of their assigned Campaign Finance Analyst through the "Campaign Finance Analyst look up" feature on the FEC website.

In addition to its programs designed to encourage voluntary compliance, the FEC maintains a robust program to ensure that the campaign finance laws are swiftly and fairly enforced. The FEC has exclusive jurisdiction over the civil enforcement of federal campaign finance laws. In exercising that authority, the Commission uses a variety of methods to uncover possible campaign finance violations. RAD reviews campaign finance reports to track compliance with the law and to ensure that the public record provides a full and accurate representation of campaign finance activity. If RAD's review identifies an apparent violation or raises questions about the information disclosed on a report, RAD sends a Request for Additional Information (RAFI) to the committee, affording the committee an opportunity to take remedial action or correct the public record, if necessary. The FEC's Audit Division conducts audits of any committees that, according to internal thresholds approved by the Commission, have not substantially complied with the law. As required by the public funding statutes, the FEC also audits all Presidential campaigns that receive public funds. Audit Reports and related documents are located at <https://www.fec.gov/legal-resources/enforcement/audit-reports/>.

Instances of noncompliance may lead to an FEC enforcement case, or Matter Under Review (MUR). The Enforcement Division of the Office of General Counsel (OGC) handle MURs through the FEC's traditional enforcement program pursuant to the procedures set forth in the *FECA*. In some cases, respondents may be given the opportunity to participate in the Commission's Alternative Dispute Resolution Program, which seeks to resolve less complex matters more swiftly by encouraging settlement using a streamlined process that focuses on remedial measures for candidates and political committees. Normally, violations involving the late submission of FEC reports or failure to file reports are subject to the Administrative Fine Program.

### ➤ **Objective 3: Interpret the FECA and Related Statutes**

Commission initiatives, Congressional action, judicial decisions, petitions for rulemaking or other changes in campaign finance law often necessitate that the Commission update or adopt new regulations or provide other guidance.

The FEC undertakes rulemakings either to write new regulations or revise existing regulations. The Policy Division of OGC drafts Notices of Proposed Rulemaking (NPRMs) for Commission consideration. NPRMs provide an opportunity for members of the public to review proposed regulations, submit written comments to the Commission and testify at public hearings, which are conducted at the FEC, when appropriate. The Policy Division also drafts for Commission approval advisory opinions (AOs), which are official Commission responses to questions regarding the application of federal campaign finance law to specific factual situations. The *Act* generally provides the Commission with 60 days to respond to an AO request. For AO requests from candidates in the two months leading up to an election, the *Act* provides the Commission with 20 days to respond to the request.

Through OGC's Litigation Division, the Commission represents itself in litigation before the federal district and circuit courts and before the Supreme Court with respect to cases involving publicly financed Presidential candidates. At the direction of the Commission, staff from the Litigation Division also defend the *Act* and Commission regulations against court challenges. In addition, the *FECA* authorizes the Commission to institute civil actions in enforcement matters that cannot be resolved through voluntary conciliation.

### ➤ **Objective 4: Foster a Culture of High Performance**

The Commission recognizes that its greatest asset is a diverse and engaged workforce that supports the accomplishment of its mission. All FEC staff members must collaborate across offices and divisions in order to deliver mission results and ensure the agency maintains the most efficient and effective management processes.

The Office of Human Resources (OHR) plays a critical role in helping the Commission meet its mission and strategic performance goals by providing HR programs and systems that must succeed in identifying, attracting, developing, managing and retaining a high-quality and diverse workforce capable of accomplishing the agency's mission. OHR is responsible for implementing the FEC's performance appraisal system.

The Office of Equal Employment Opportunity (EEO) promotes the establishment of a workplace environment free from harassment and discrimination by monitoring and analyzing the Commission's personnel policies, practices and procedures; identifying barriers to the recruitment and advancement of special emphasis group members; offering EEO Counseling or ADR services; processing informal and formal allegations of discrimination; and providing staff education and targeted training programs.

The Administrative Services Division (ASD) has overall responsibility for physical security and safety, facility management and maintenance, property and inventory management, fleet vehicle management and mail center services. In addition, the ASD provides centralized services integral to ensuring that the FEC functions efficiently, including copy services, facsimile and duplication equipment, courier and transportation services and furniture and conference room management. The ASD assists with government travel cards, records management and document reproduction.

The Office of the Chief Financial Officer produces timely, accurate and useful financial information, essential for making day-to-day decisions and managing the agency's operations more efficiently and effectively. This office is responsible for fully complying with all financial management laws and standards, and all aspects of budget formulation, execution and procurement.

The Office of the Chief Information Officer (OCIO) plans for, develops and maintains an integrated system of hardware and software. It helps support the Commission's responsibility for providing public disclosure by aiding in the analysis of all campaign finance reports. It maintains the agency's databases and IT systems in direct support of the FEC's transparency objective, other aspects of the FEC mission and non-mission related data.

The OCIO secures the Commission's IT infrastructure against the ever-present threats of data misuse, destruction or inappropriate disclosures, while ensuring continuity of operations in the event of a disaster. The Commission continually takes aggressive actions to secure its IT infrastructure, including a mandatory security awareness training program for its employees and contractors. In addition, the FEC must continue to develop strategies and initiatives relating to risk assessments of operations, disaster recovery and continuity of operations in the event of a disaster.

The Office of the Commission Secretary (OCS) is responsible for a broad range of functions that relate to the official operations of the Commission. The OCS serves as the central repository and official custodian for all Commission documents and as a distribution point for the circulation of materials to the Commission. The OCS prepares certifications for all Commission votes. The OCS handles all administrative matters for Commission meetings and hearings. As such, OCS coordinates closely with other Commission staff to ensure that material is distributed timely and accurately. The Commission's Secretary and Clerk is the official Archival and Reference Authority and manager of the FEC's Records Management Program.

### 3.5 External Factors Affecting Strategic Objectives

This Strategic Plan includes an assessment of significant external factors that may influence the agency's success in achieving its goal and objectives. Despite these political, economic, technological and legal factors, the FEC is committed to successfully administering the *FECA*.

In this examination of external factors, the agency considered a broad range of possible events, including the possibility for significant or substantial changes to the *FECA* that could change the nature of the FEC's work; continued and accelerated changes in technology that could require additional skills, training and expertise among FEC staff; and information technology developments that could require the FEC to significantly change the methods it uses to make campaign finance information available to the public.

FEC operations are influenced by a variety of external factors. Some of the most critical of these are:

- Significant and substantive amendments to the *FECA* and significant judicial opinions construing the *FECA*, the Commission's regulations or other final actions taken by the Commission.
- The nomination and Senate confirmation of FEC Commissioners.

- Significant changes in the level of competition in federal election campaigns, the volume and intensity of fundraising and technological developments that significantly alter the way campaign funds are raised and spent.
- The number of candidates who run for federal office, the number of filers involved in the election cycle, the amount of activity reported to the Commission and the number of Presidential candidates who participate in the Presidential Public Funding Program, and their level of financial activity. (Although the number of elections for federal office held in any election cycle is fixed, various factors, such as the number of open-seat races, can affect the number of candidates running for those seats.)
- Technological developments related to communications and data storage and retrieval that require the FEC to significantly change or upgrade its disclosure systems.
- Unfunded mandates and insufficient resources affecting core mission activities.
- Changes to government-wide human capital requirements or other operating requirements that could require significant changes by the FEC.
- New financial reporting standards and information technology requirements.

These and other unanticipated events can influence the amount of money and specific types of activity to be regulated by the FEC each election cycle. FEC workloads are driven by such factors as the number of reports filed and transactions to be processed, the volume of requests for information, data and assistance, the number of advisory opinion requests submitted and the number of complaints filed with the Commission.

# 4.0 PERFORMANCE GOALS

## 4.1 FY 2018 – 2022 FEC Performance Goals

### Objective 1: Engage and Inform the Public about Campaign Finance Data

| Performance Goal  | Description   |
|---|---|
| Improve the public's access to information about how campaign funds are raised and spent. | After campaign finance disclosure reports are imaged for disclosure purposes, the information is coded and entered into the FEC's database for review to assess accuracy and ensure complete disclosure of campaign finance information. This metric gauges the timeliness of the coding and entry process. |

### Objective 2: Promote Compliance with FECA and Related Statutes

| Performance Goal 1   | Description   |
|--|---|
| Encourage voluntary compliance with <i>FECA</i> requirements through educational outreach and information.         | The FEC hosts conferences and webinars where Commissioners and staff explain how the <i>FECA</i> applies to candidates, parties and political action committees. These outreach programs address recent changes in the law and focus on fundraising, methods of candidate support and reporting regulations. This metric gauges customer satisfaction with these efforts. |
| Performance Goal 2   | Description   |
| Seek adherence to <i>FECA</i> requirements through fair, effective and timely enforcement and compliance programs. | The FEC has formed strategies for ensuring that its enforcement and compliance programs are fair, effective and timely. This metric gauges the timeliness of the resolution of enforcement matters.   |



### Objective 3: Interpret the FECA and Related Statutes

| Performance Goal                             | Description  |
|--|--|
| Provide timely legal guidance to the public. | The FEC undertakes rulemakings either to write new Commission regulations or revise existing regulations. The Commission also provides guidance on how the <i>FECA</i> applies to specific situations through the advisory opinion process and represents itself in most litigation before the Federal district and appellate courts. This metric gauges the FEC's success in meeting statutory and court-ordered deadlines. |

### Objective 4: Foster a Culture of High Performance

| Performance Goal                          | Description  |
|---|--|
| Foster a workforce that delivers results. | The Commission sets quarterly performance goals across a range of mission-critical activities. This metric gauges staffs' success in meeting internal performance goals. |